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Bidder's Products, Methodology and Approach to the Project

Section 4

RFP reference: 7.2.4 Bidder's Products, Methodology and Approach to the Project, Page 63

Deloitte brings delivery confidence to Delaware FACTS II through its proven products and methodologies. Our proposed solution, a transfer of DC FACES.NET, is a reliable federally-assessed SACWIS solution. Our methods have been refined through hundreds of large-scale HHS projects delivered nationwide. Our Delaware FACTS II Playbook, based on state and commercial projects like FACTS II, provides a strong foundation of methods and tools needed to successfully deliver Delaware FACTS II.

A business **partner with the experience, processes, solution, and tools** to organize, manage, and control project activities and releases is vital to the success of achieving your vision of a "One Child, One Team, One Plan" Integrated Children Services business model. While a sound methodology may look impressive on paper, the manner in which it is executed is the key differentiator. For this engagement, we use our Delaware FACTS II Playbook implementation and PMM4 project management methodologies to deliver the Delaware FACTS II solution to The Department of Services for Children, Youth and Their Families (DSCYF). Our approach and methodology places special emphasis on a spirit of **collaboration** that begins with project initiation and continues through implementation; using a structured knowledge transfer approach enabling an effective transition.

We know what it takes to successfully deliver a Web-based solution and we bring that knowledge and experience to DSCYF. We deliver an integrated model—demonstrated that by integrating services into the transfer solution in both Pennsylvania and Alabama.

Features of our approach and methodology and the benefits to the Delaware FACTS II project are summarized in the table below.

Features	Benefits
Delaware FACTS II solution provides for flexibility, scalability, transparency, and accountability <ul style="list-style-type: none"> Deloitte designs, creates, and implements reliable quality software, technology, and custom software application solutions to support DSCYF's business operation and reporting requirements 	<ul style="list-style-type: none"> Achieves greater economies of scale and scope by lowering total cost of ownership Better supports the needs by using technology enhancements to support greater efficiency and case management responsibility Improved reporting to DSCYF using a robust data warehouse solution
Uses Demonstrated Project Management Methodology <ul style="list-style-type: none"> A performance and metrics based project management methodology provides DSCYF with measures of progress, quality, and outcomes throughout the project life cycle Provides continued maturation with both CMMI and Department of Technology and Information (DTI) frameworks relative to software engineering and solution development and delivery processes 	<ul style="list-style-type: none"> Consistent with DTI Project Management Office (PMO) practices across the enterprise Reduces project schedule, cost, and performance risks Improves quality and repeatability Better supports multi-vendor, multi-system information technology projects
Enables cross program services delivery <ul style="list-style-type: none"> Processes and procedures effectively coordinate and work with designated DSCYF stakeholders and third party vendors to successfully meet business drivers and specified business and technical requirements 	<ul style="list-style-type: none"> Better supports deployment of technology innovation to support building a comprehensive service delivery Infrastructure that supports a system of integrated child welfare, prevention and behavioral health, and juvenile justice services
Statewide Implementation using Waterfall Method <ul style="list-style-type: none"> Effectively manages a Master Project Plan and/or associated sub project plans, tasks, issues and risks, change and schedule Tailors the full methodology to ramp up and down with demand and the ability to handle project needs 	<ul style="list-style-type: none"> Improves delivery schedule without sacrificing end product quality, performance, or reliability Provides Web-based and instructor led training to DSCYF to better prepare for Statewide Implementation

Table 4-1. Features and Benefits of Deloitte's Methodology.

Deloitte's Approach to the Delaware FACTS II Project

RFP reference: 7.2.4 Bidder's Products, Methodology and Approach to the Project, Page 63

This section should provide a detailed description of the Bidder's approach to the project. Specifically, the Bidder should describe how their proposed solution (1) has been successfully implemented in a project of similar size and scope; and, (2) how the solution will be enhanced to accommodate DSCYF requirements. If the proposed solution includes one or more COTS products, the Bidder must document that these elements have been successfully integrated in an *implemented* solution.

Deloitte brings to Delaware more than 17 years of experience in leading the application design, development, and implementation of projects similar in size, scope, and complexity to the Delaware FACTS II solution. Through our track record of successful transfers - Delaware gains implementation confidence delivered through our proven methods, assets, and solution.



Our approach begins with the transfer of our **federally-assessed DC FACES.NET** Web-enabled solution.

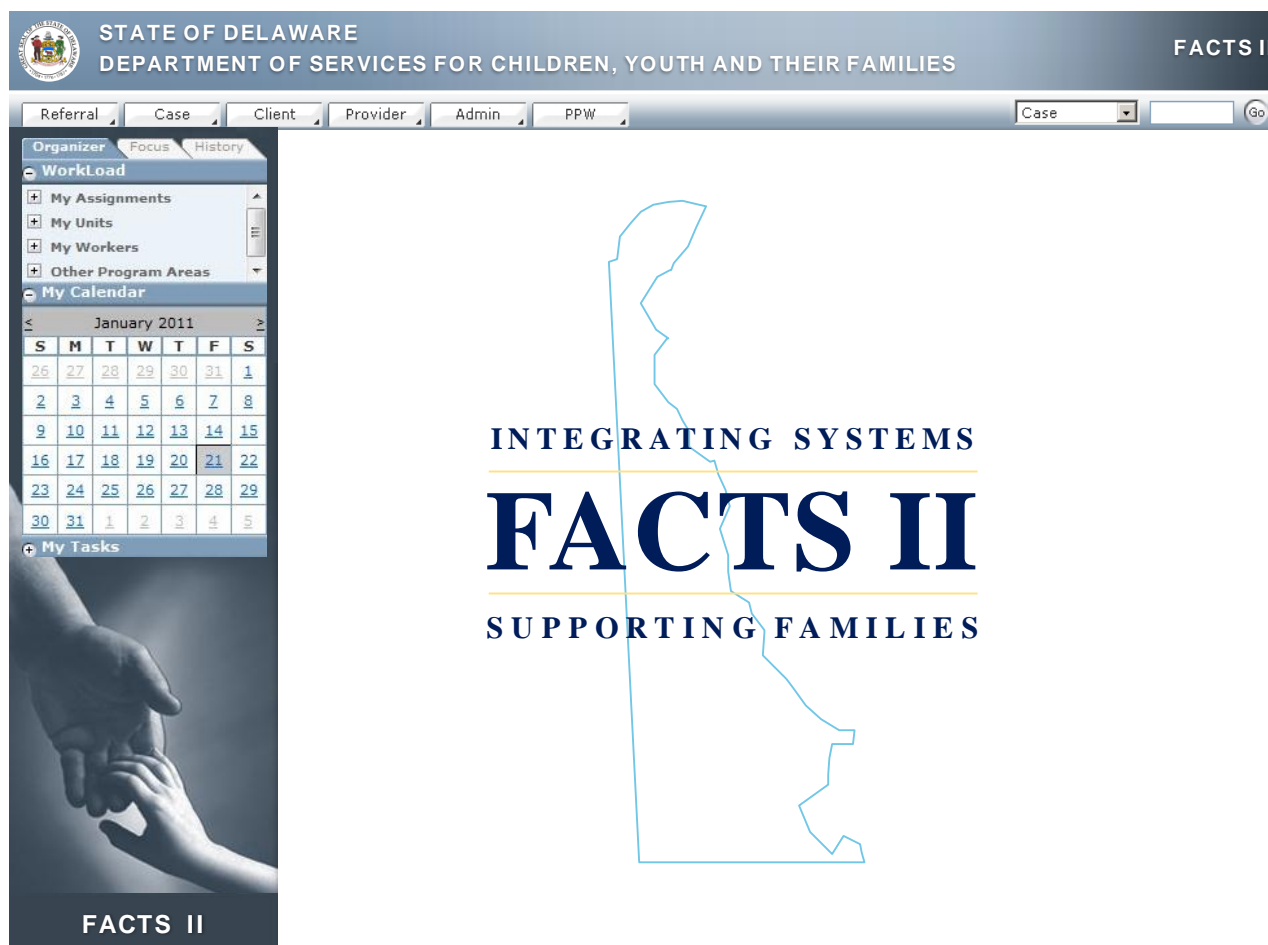
The DC FACES.NET transfer solution allows the Delaware FACTS II project to begin ahead of the race line. Starting with a federally assessed Statewide Automated Child Welfare Information System (SACWIS) transfer solution meets DSCYF's goals to provide, install, and implement an integrated management information system for integrated children services, support your integrated services business model, and meet the Delaware FACTS II design objectives.



distinguishing
FACTORS

- FACTS II approach based on successful SACWIS .NET transfers
- Meets FACTS II requirements and positions Delaware for SACWIS compliance
- Robust methods and tools enabling FACTS II success

Deloitte's Delaware FACTS II solution has a strong pedigree of **federal compliance** and offers a leading SACWIS solution design that has been nationally recognized. Our approach for Delaware FACTS II is based on our long standing history in our Integrated Children's Services practice that has used this approach successfully to implement projects of similar size and scope nationally and in Canada.



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Figure 4-1. Deloitte's proposed Delaware FACTS II Solution Landing Page.

Delaware FACTS II based on our successful DC FACES.NET Web-enabled solution.

Our proposed transfer approach implements Delaware FACTS II following a structured life cycle approach using our Delaware FACTS II Playbook implementation methodology, and PMM4 project management that are specifically tailored to fulfill DSCYF's Integrated Children's Services Business Model.

Our approach includes requirements determination, design, development, testing, and statewide implementation of all functionality in 20 months (July 5, 2011 Project Initiation thru February 15, 2013 Statewide Go-Live) and 12 months of warranty (February 15, 2013 through February 14, 2014), totaling a 32 month project.

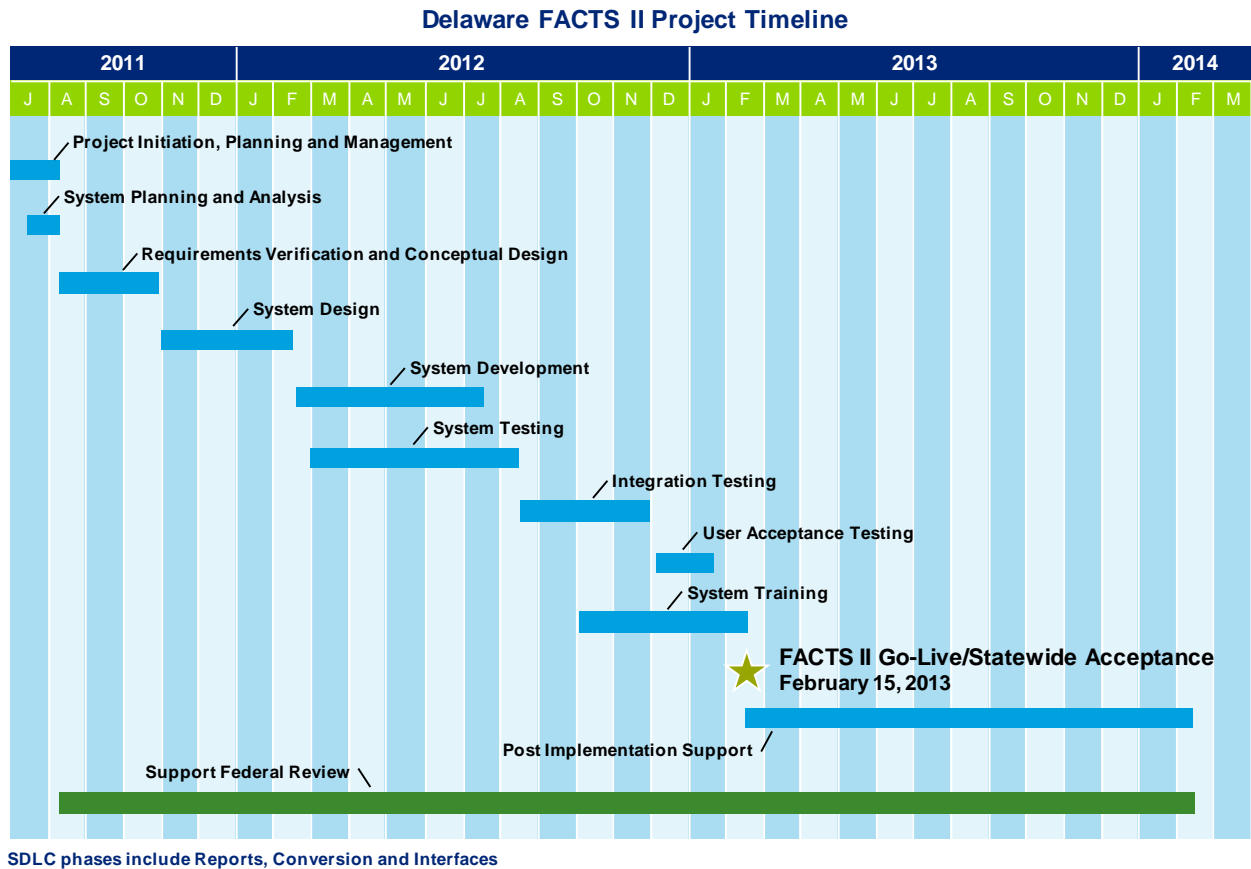
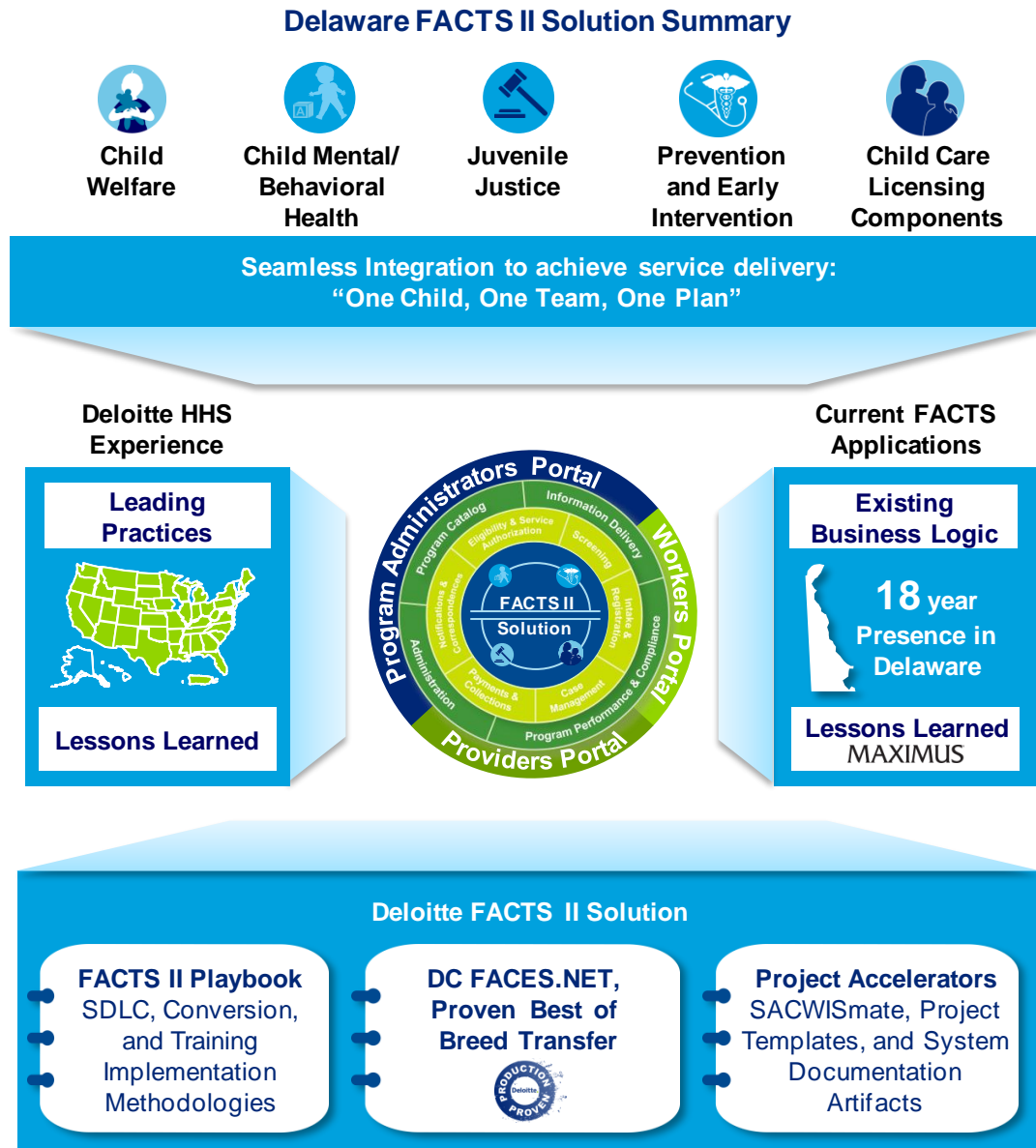


Figure 4-2. Delaware FACTS II Project High-Level Work Plan and Schedule.

We propose a work plan and timeline that supports DSCYF's strategic alignment of business, technical, client, provider, and internal staff resources through effective coordination and collaboration to function as one team.

The following figure represents how we deliver a proven transfer solution, a mature project approach and methodology, best practices from across the country, and lessons learned through our own and our subcontractor partner MAXIMUS's experiences. Deloitte's footprint in Delaware over the last 18 years for the Delaware Department of Health and Social Services (DHSS), Delaware Client Information System (DCIS II) project, combined with MAXIMUS's work on your legacy FACTS project since 1993, brings a deep knowledge of Delaware's specific landscape to the Delaware FACTS II project.

The following figure summarizes our proven FACTS II solution:



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Figure 4-3. Deloitte’s Proposed Delaware FACTS II Solution.



























Delaware FACTS II provides DSCYF with a production-tested application that aligns with the RFP requirements and reduces project implementation and operational risks.























Successful Implementations of the Solution

Deloitte's experience designing, developing, and implementing large-scale technology projects spans more than 40 years in all 50 states. Our Integrated Children's Services Practice spans more than 17 years of experience in implementing integrated solutions in Child Mental/Behavioral Health, Prevention and Early Intervention, and Child Care Licensing, and comprises the second largest practice of Deloitte's Public Services/Health and Human Services sector.

The projects described in this section represent 24 Integrated Child Services Practice engagements across 19 states and Canada that are relevant to Delaware FACTS II.

Client	Solution	Solution Approach	Administered Programs	# of Years of Experience	Similar or Larger Size	Similar or Larger Scope
District of Columbia Child and Family Services Agency 	FACES.NET 	DC FACES.NET	<ul style="list-style-type: none"> Child Protective Services Prevention and Early Intervention Services 	12+ years		
Alabama Dept. of Human Resources 	FACTS 	DC FACES.NET Transfer	<ul style="list-style-type: none"> Child Protective Services Adult Protective Services Prevention and Early Intervention Services 	4+ years		
Pennsylvania Allegheny County 	KIDS 	DC FACES.NET Transfer	<ul style="list-style-type: none"> Child Protective Services Juvenile Justice Prevention and Early Intervention Services Child Mental/Behavioral Health Services Child Care Licensing 	5 years		
British Columbia, Canada	BC ICM	Oracle Siebel Case Management Solution	<ul style="list-style-type: none"> Income Support Child Protective Services Prevention and 	2 years		

Client	Solution	Solution Approach	Administered Programs	# of Years of Experience	Similar or Larger Size	Similar or Larger Scope
			<ul style="list-style-type: none"> Early Intervention Services • Child Mental/Behavioral Health Services • Child Care Licensing 			
Colorado 	CHATS 	PA Pelican Transfer	<ul style="list-style-type: none"> • Child Care Licensing 	2 years		
Delaware 	FACTS I 	Customized Application	<ul style="list-style-type: none"> • Child Welfare • Juvenile Justice • Behavioral Mental Health • Child Care Licensing 	18 years		
Louisiana 	LAKIDS	QA Vendor	<ul style="list-style-type: none"> • Child Welfare 	4 years		
Maryland 	CHESSIE 	West Virginia & DC FACES Transfer	<ul style="list-style-type: none"> • Child Protective Services • Prevention and Early Intervention Services 	10 years		
Maryland 	CHESSIE	QA Vendor	<ul style="list-style-type: none"> • Child Welfare 	3 years		
Massachusetts 	FamilyNet 	Customized Application	<ul style="list-style-type: none"> • Child Protective Services • Prevention and Early Intervention Services 	9 years		
Massachusetts 	HCSIS	PA HCSIS Transfer	<ul style="list-style-type: none"> • Behavioral Mental Health • Developmentally Disabled 	5 years		

Client	Solution	Solution Approach	Administered Programs	# of Years of Experience	Similar or Larger Size	Similar or Larger Scope
Nevada (Clark County) 	KIDS	OK KIDS Transfer	<ul style="list-style-type: none"> Child Welfare Juvenile Justice 	5 years		
New Jersey 	Point Person	IV-E Eligibility	<ul style="list-style-type: none"> Child Welfare 	4 years		
Newfoundland & Labrador Canada 	BPR	Service Delivery Business Process Solution Requirements Definition	<ul style="list-style-type: none"> Child Welfare 	1 year		
Oklahoma 	KIDS 	Customized Application	<ul style="list-style-type: none"> Child Protective Services Prevention and Early Intervention Services 	7 years		
Pennsylvania 	PELICAN	Customized Application	<ul style="list-style-type: none"> Child Care Licensing 	11 years		
Pennsylvania 	HCSIS	Customized Application	<ul style="list-style-type: none"> Behavioral Mental Health Developmentally Disabled Child Welfare Provider Incident Tracking 	12 years		
Pennsylvania 	OCYF	Customized Application	<ul style="list-style-type: none"> Child Welfare 	1 year		





















Client	Solution	Solution Approach	Administered Programs	# of Years of Experience	Similar or Larger Size	Similar or Larger Scope
Tennessee 	FACTS 	OH SACWIS Transfer	<ul style="list-style-type: none"> Child Protective Services Prevention and Early Intervention Services 	3 years		
Texas 	DFPS	Customized Application	<ul style="list-style-type: none"> NYTD 	2 years		
Texas 	DADS ANE Datamart and Reporting	Customized Application	<ul style="list-style-type: none"> Child Welfare Federal Reporting Aging and Disability Services Adult Protective Services 	1 year		
Virginia 	Child Care	PA Pelican Transfer	<ul style="list-style-type: none"> Child Care Child Care Licensing 	2 year		
West Virginia 	FACTS 	OK KIDS Transfer	<ul style="list-style-type: none"> Child Protective Services Prevention and Early Intervention Services 	4 years		
Wisconsin 	Title IVE & SSI Eligibility	Title IV-E Eligibility	<ul style="list-style-type: none"> Child Welfare 	14 years		

Table 4-2. Similar Past Projects.

These past experiences illustrate our deep understanding of implementing a fully functional Statewide Automated Child Welfare Information System (SACWIS) that DSCYF requires. Each one of our past experiences has brought its own set of challenges and complexities that we have overcome to deliver a solution that works for the state. We have highlighted select projects that have been implemented over the last decade to show that

Deloitte is the premier vendor for designing, developing, and implementing large-scale, statewide solutions.

Within our Integrated Children's Service practice, we are nationally recognized for our SACWIS solutions and implementations. We are proud that we begin the SACWIS lineage with the development and implementation of Oklahoma KIDS. Our OK KIDS solution has served our practice and our competitors as the base SACWIS solution for all solutions of today. Our track record speaks to the common sense way in which we develop our project approaches. Both transferring and modifying our base solution and creating new solutions from grounds up. While our base solution is SACWIS compliant, we work diligently to modify and customize the functional and technical solution to meet each individual State's needs. After completing a successful transfer of the Oklahoma SACWIS to West Virginia, we did not propose a transfer approach to Massachusetts. We built FamilyNet from scratch. When proposing for the redevelopment of the District of Columbia client/server FACES SACWIS to transform it into DC FACES.NET, we did not propose a simple web-enablement of the existing code. We re-architected the system to make it the most technologically advanced SACWIS available today. We believe in doing what makes sense for our clients for today and the longer term.

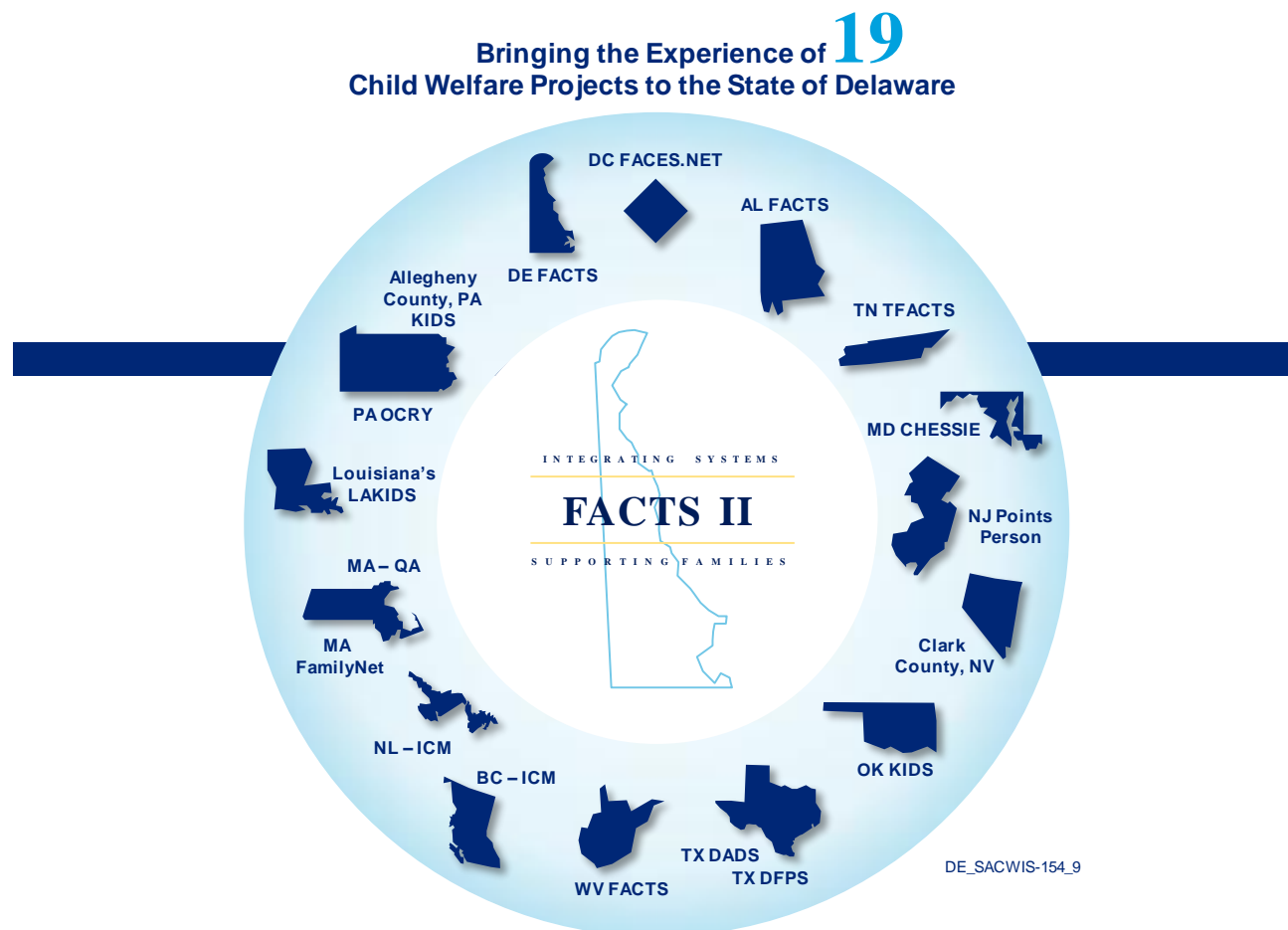


Figure 4-4. Deloitte's National Child Welfare Experience.

We leverage our 19 years of experience in implementing Child Welfare solutions for Delaware FACTS II.

Our national experience and lessons learned are a direct result of our partnering with state social services departments to solve similar program integration challenges. Our solution is proven and our approach is effective given the history of successes. The risk is minimized by reducing the amount of code to be developed for a project, and since cost is driven by level of effort, a lower risk approach is inherently less costly.

Our past and current successes provide DSCYF with a firm that demonstrates repeatable, positive results for our clients. We feel this evidence is paramount when considering an HHS solutions integrator for a project of this size and complexity.

Implementations of Projects of Similar Size and Scope

RFP reference: 7.2.4 Bidder's Products, Methodology and Approach to the Project, Page 63

This section should provide a detailed description of the Bidder's approach to the project. Specifically, the Bidder should describe how their proposed solution:

(1) has been successfully implemented in a project of similar size and scope;

Deloitte is the **only firm** with directly relevant experience in implementing and transferring **federally-assessed .NET SACWIS** solutions and children services function. The following represents three success stories where we use as the basis to transfer to Delaware.

Project Details			Size		Scope														
Project Name	Solution	Project Length (years)	Statewide Implementation	Number of Users	Project Initiation and Management	System Hardware	System Planning and Analysis	Requirements Verification	System Design	Reports	Interfaces	System Development	System Testing	System Training	Conversion	System Implementation	Post Implementation Support	Support Federal Review	Security
Delaware	DC FACES.NET	4	Yes or No	1,600	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
DC FACES.NET	Yes	12+	N	1,400	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Alabama FACTS	Yes	3+	Y	2,300	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
PA Allegheny County KIDS	Yes	5+	N	2,200	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Table 4-3. Similar Past Project Details.

District of Columbia – DC FACES.NET



The DC FACES.NET was originally developed at the District of Columbia Child and Family Services Agency (CFSA). CFSA had a highly successful client/server system called FACES that could support the case management activities, but only from within the agency offices. Driven by an increasing awareness that health and human



services--particularly those related to welfare--are best performed away from the office and closer to the community, the FACES solution was reengineered as a Web-based solution. The original solution evolved through the transfer of added functionality and upgraded technology to meet state standards:

- In February 2006, the conversion from the client server application to the FACES.NET was rollout out fully functional to all users.
- To leverage the benefits of new technology and increase system longevity, FACES.NET was upgraded to a newer version of .Net framework – v3.0. FACES.NET 3.0 was implemented in March 2008. The upgraded solution incorporates the ability to consume third-party web services while incorporating a business process workflow, custom controls, and AJAX technology to further enhance the overall user experience. The .NET Framework 3.0 sets the foundation for Service Oriented Architecture (SOA).
- In April 2009, Structured Decision Making® tools (SDM) developed by the Children Research Center (CRC) were integrated into FACES.NET. The tools allow the District to better identify the warning signs that signal risk of harm to children; and as a result improve child safety and permanency for children in foster care, as well as promote the well-being of the children and families being served.
- In October 2009, Deloitte worked with CFSA and the Office of the Chief Technology Officer for the District Columbia to upgrade CFSA's reporting infrastructure from an old Crystal Reports 7.0 platform to a Business Objects XI platform. Along with this upgrade, Deloitte assisted the agency in upgrading its application and reporting database from Oracle 9i to Oracle 10g.

Factors Contributing to Successful Deployment

Factors that Contributed to a Successful Deployment	Relevance to Delaware
Design and development of an intuitive user interface based on end-user needs eased the challenges of transition from a client/server application to a Web-based application. In polls of users taken at the time of implementation, more than 70 percent expected that the new Graphical User Interface (GUI) would improve their daily productivity by minimizing the amount of navigation between windows.	Similar to Delaware's requirements, the DC FACES.NET solution provides the capability to configure the system via a GUI interface. DC FACES.NET is designed and developed with the end user in mind, and promotes easier access to and identification of DSCYF's needs across divisions. Our solution meets and exceeds the requirements for an intuitive user interface as described in <i>Section 5</i> of the RFP including type-ahead drop-down lists and one-screen access to common functions.
For the DC SACWIS project, we effectively met the client's requirements in the most responsible fashion. To meet DC's need of a web-enable SACWIS solution, we did not simply bolt on a web enhancement of the existing code. While this may have been easier in the short term, the system was re-architected to make it the most technologically advanced SACWIS available today.	We believe in a solution and approach that makes sense for DSCYF today and the longer term. We work with you to provide a solution that meets your business, technical, and functional objectives that meets your needs today and the future. Starting with our proven DC FACES.NET transfer solution gives you a base solution that is flexible and configurable for your needs.

Table 4-4. Successful Project Factors.

Transferable Best Practices for Delaware FACTS II

Key Lessons	Relevance to Delaware
The system provides multiple interfaces to other systems such as Medicaid, TANF, and the District's financial system	Deloitte brings to Delaware a deep expertise in the integration with external applications. Interfaces for interaction with external systems are a standard requirement for nearly all SACWIS project implementations. While a minority of these requirements may be to industry standard applications, such as JD Edwards, the vast majority are custom build applications, many not even operated by the human services organization itself. Delaware FACTS II is ready to go live with interfaces as opposed to planning and implementing those interfaces months after system rollout.

Table 4-5. Successful Best Practice Lessons.

Alabama – AL FACTS



The Alabama FACTS SACWIS system is a fully integrated Web-based solution based on the DC FACES.NET transfer solution. In January 2007, Alabama Department of Human Resources (DHR) engaged Deloitte to design, develop, and implement a SACWIS, known as Alabama



FACTS, to automate and support agency case practices from client intake through case closure, financial payments, 13 external interfaces, and more than 200 management statistical reports. AL FACTS project was a deliverable based contract. Different Phases (requirements, design and development, testing, implementation, etc.) were categorized into deliverables and the project progressed based on deliverable approval by the client; deliverables were documented in SACWISMate - the project management tool used in AL FACTS.

- For identified gaps, Joint Application Development sessions (JADs) were conducted where client and new business rules and design changes were again documented in SACWISMate. For all new programs that were added to the FACTS solution, documentation was first done in SACWISMate after the JADs. Once documentation was completed, the state functional leads reviewed the same and gave their approval or suggested modifications. After approval of design, the next phases commenced.
- As development progressed and new enhancements were identified, every enhancement went through a peer review process where the entire team added their input regarding impact of the change to their respective module. This improved the impact analysis process and resulted in an end-to-end scenario for each enhancement.
- Deloitte extended the server farm to have five application servers behind a load balancer (DC FACES.NET has three), one state server and two database servers (one primary and the other backup) to support the user group and performance requirements of Alabama.
- Skelta, the workflow engine was configured to use multi-casting to manage load efficiently and support the increased workflow requests.
- An integrated search tool, Netrics provided advanced search features. Two dedicated Netrics servers were setup to handle the search queries from the application.
- The base solution was extended to include Adult Protective Services and Medicaid eligibility.

Factors Contributing to Successful Deployment

Factors Contributing to a Successful Deployment	Relevance to Delaware
Transferring a technically mature DC FACES.NET transfer solution allowed for possibly the fastest SACWIS implantation to date. Within 19 months since project initiation, the Alabama FACTS system was piloted in production and implemented statewide in January 2009. This incredibly fast implementation is a direct result of the maturity of the DC FACES.NET transfer solution. As a direct result, the system success went live within the state mandated time frame.	To meet the timelines required by the state of Delaware, we propose to transfer the same DC FACES.NET solution, which has a proven track record of meeting implementation timelines.
Appropriate rollout plan. The initial pilot in 3 counties followed by a statewide rollout allowed for the system to be tested in production with real users and clients before deployment to 64 remaining counties statewide. In addition, we defined the training curriculum, materials, training environment, CBT, and led the State's implementation planning.	Using a Waterfall approach to Delaware FACTS II, we bring a proven approach and lessons learned to DSCYF that follows a structured life cycle approach and best-practice development models. We bring the methodologies and lessons learned from Alabama to Delaware to prepare users before go-live.

Table 4-6. Successful Project Factors.

Transferable Best Practices for Delaware FACTS II

Key Lessons	Relevance to Delaware
Development of over 200+ management statistical reports that help the State analyze past trends and determine future actions	Our practitioners are well versed in the reporting requirements of human services organizations and effectively translate DSCYF's business functional requirements into technical requirements and physical reports. The architecture of Delaware FACTS II allows for the setup of reporting database. We work closely with DSCYF to clearly define reporting needs and setup a reporting database to meet those needs.
Our experience with previous implementations and beginning the federal assessment process during the project planning phase and continuing throughout the Systems Development Life Cycle (SDLC) made Alabama the first state to begin the federal assessment process in 18 months after implementation.	The Deloitte team supports DSCYF from project initiation through statewide go-live to meet state- and federally-mandated requirements governed by SACWIS.

Key Lessons	Relevance to Delaware
Planning, development, and execution of conversion approach to migrate data from 13 legacy systems to a centralized Alabama FACTS database.	Retirement of legacy systems is a complex process. Multiple factors must be taken into account to successfully retire the systems while maintaining business continuity including: data conversion, data archiving, and data aggregation and standardization. DSCYF benefits from our Alabama conversion experience in accurately converting existing DSCYF data from FACTS and stand alone systems – while keeping conversion data needed for federal reporting a priority. Based upon our experience in Alabama, we are able to effectively address these requirements and successfully deploy Delaware FACTS II while simultaneously retiring the current application and addressing any related complexities.

Table 4-7. Successful Best Practice Lessons.

Pennsylvania – Allegheny County KIDS



The Allegheny County KIDS SACWIS system is in the final stages of deployment of the DC FACES.NET transfer solution. Initiated in February of 2007 with an initial go-live in August



of 2008, the KIDS system implementation is a model for the extensibility of the DC FACES.NET transfer solution. As of January 2011, five of the six planned releases have gone live with the final release scheduled for April of 2011. The FACES.NET transfer solution was modified extensively since 2007 to cater to the needs of family placement and non-placement services. More than 14 different service modules were integrated for non-placement services, such as transportation services for provider agencies and a variety of specialized referrals. Additional key modules enhanced the base system including a module for youth 18 years old transitioning to independent living, and the integration with an external agency, Juvenile Probation Office (JPO) for children placed in juvenile programs. Additionally, a High-Fidelity Wraparound program was added that served the needs of African American children. The integration of tablet PCs was deployed that allowed for the capture of digital signatures in the field so that family service plans could be completed in the field with both the case worker and client signing off in the field. This same digital signature functionality was expanded to include secure signed agreements for transportation services for consumers.

Factors Contributing to Successful Deployment

Factors Contributing to a Successful Deployment	Relevance to Delaware
The baseline DC FACES.NET solution has proven to be a strong foundation from which to customize to meet the unique needs of Allegheny County.	Starting Delaware FACTS II with a transfer of the DC FACES.NET solution eliminates the need to start with “a blank page” when developing new functionality. Based on our extensive experience in expanding the DC FACES.NET transfer solution, Deloitte is often able to start with an example of how we have been able to meet unique clients’ needs. Leveraging the functionality and technology of these unique customizations allows us to reduce the development cycle and risk for DSCYF.
Technical and functional leads have deep knowledge of the DC FACES.NET transfer solution based upon their past implementation experience at prior clients.	The DC FACES.NET transfer solution is not simply a technology transfer; it is a transfer of a wealth of knowledge to DSCYF concerning the workings of the solution and its application and adaptation to DSCYF’s unique business model of child welfare organization.

Table 4-8. Successful Project Factors.

Transferable Best Practice Lessons for Delaware FACTS II

Key Lessons	Relevance to Delaware
The current infrastructure team at the Allegheny County, Department of Human Resources has been wholly responsible for the implementation, operation and maintenance of the hardware infrastructure requirements to support the KIDS project (DC FACES.NET transfer solution)	Deloitte knows in detail the IT infrastructure required to support the development, implementation, and maintenance and operation of the DC FACES.NET transfer solution. We are able to effectively address <i>Section 4.6, System Hardware</i> of the RFP, including server and desktop hardware infrastructure to support the development, testing, staging, training, and production/operation phases of Delaware FACTS II.
Current training team has successfully met the training requirements for five releases of the KIDS application. Trainings include leading live, inductor lead training courses and Web-based training (WBT).	Based upon our experience at Allegheny County, Deloitte brings to Delaware practitioners that have relevant experience to meeting the training requirements of Delaware FACTS II, as detailed in <i>Section 4.14, Training</i> .

Table 4-9. Successful Best Practice Lessons.

Enhancements of the Solution for Delaware FACTS II

RFP reference: 7.2.4 Bidder's Products, Methodology and Approach to the Project, Page 63

This section should provide a detailed description of the Bidder's approach to the project. Specifically, the Bidder should describe how their proposed solution:

(2) how the solution will be enhanced to accommodate DSCYF requirements.

Since our first SACWIS implementation for Oklahoma KIDS in 1994, we have tailored our SACWIS solutions to offer functionality that truly supports workers and administrators in the management of child welfare data. Our fifth generation DC FACES.NET transfer solution (Delaware FACTS II) goes above and beyond core SACWIS expectations and state requirements. We have carefully reviewed the functional and technical requirements found in Appendix E of the RFP, and we have determined that DC FACES.NET **nearly 80 percent** of your requirements as defined by the FACTS II categories of "Out of the Box," "Configurable" and "Extensible".

By starting with DC FACES.NET solution as a transfer, DSCYF benefits from an extendable solution that can be enhanced to support an Integrated Children's Services system that integrates child welfare, child mental health, and juvenile justice under a single case management umbrella. DSCYF also starts ahead of the federal SACWIS assessment requirements. This strong match reflects the robust functionality of our solution as a child welfare system, and the versatility and applicability of our standard approach to state-specific customization.

The table below represents how our proposed transfer solution meets your requirements.

Functional Module	Total # of Requirements	How Met	
		Existing Functions	Custom
Design Principles	32	31	1
Common System Functions	280	209	71
Service Delivery	153	123	30
Provider Management	84	68	16
Financial Management	70	35	35
SACWIS	104	97	7
Total	723	563	160

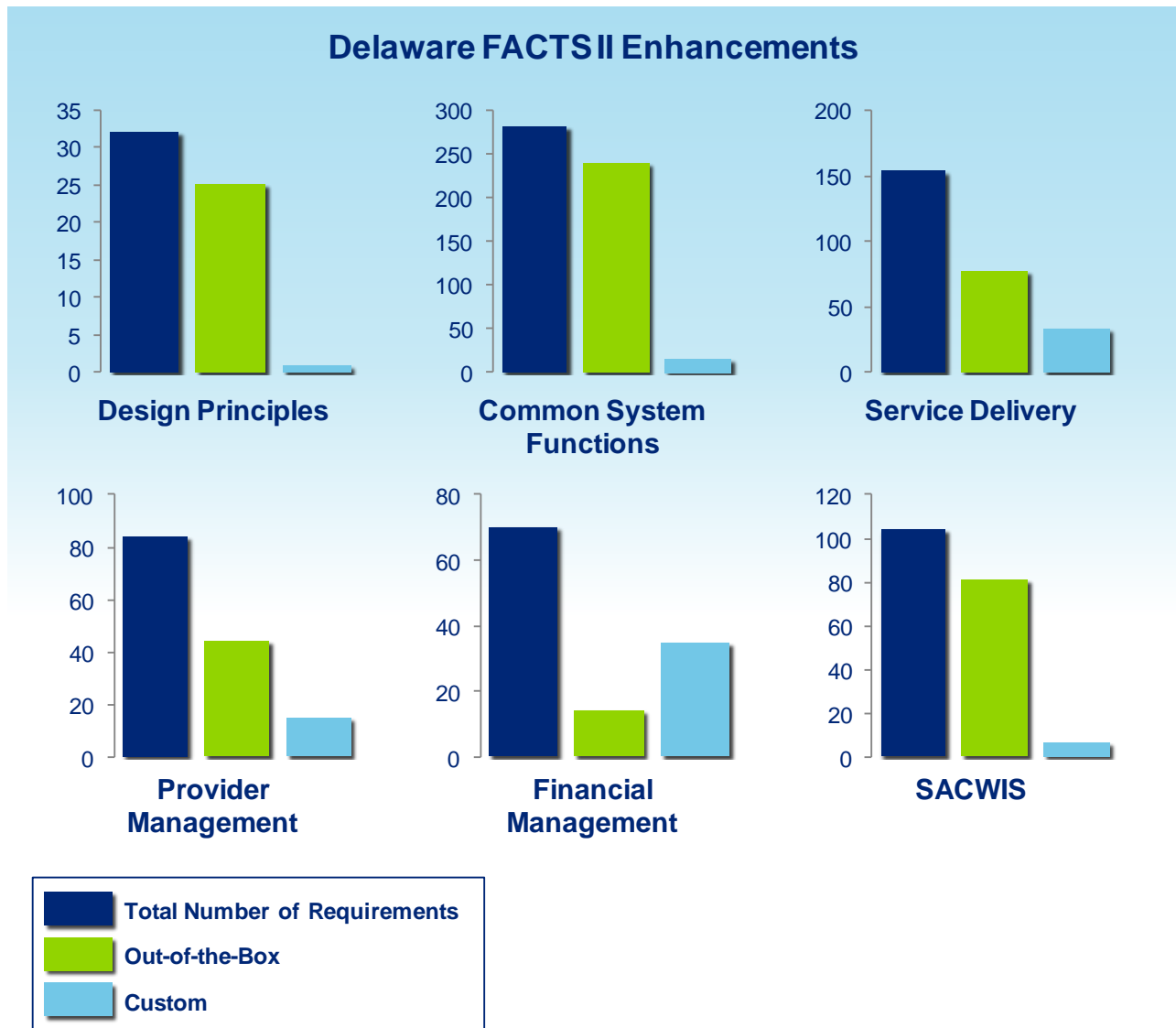
Table 4-14. FACTS II Percentage Fit by How-Met.

With the transfer of our proven DC FACES.NET solution, Delaware specific requirements are implemented with a relatively low level of effort. This level of state specific requirements is what we expect and have experienced in the District of Columbia, Allegheny County, and the State of Alabama when we customized our solution to meet their state specific requirements.

It is no surprise to us that functionality such as interfaces, forms/correspondence, assessment tools, and unique foster care customization is required for DCYFS. The important factor for DSCYF is to start with a proven, federally assessed transfer solution that is customized to meet your specific business, technical, and functional requirements.

Our approach to enhancements and modifications to Delaware FACTS II follows our FACTS II Playbook SDLC methodology. We begin with requirements validation where gaps in functionality are identified and we discuss the business requirements with the DSCYF team. Validated requirements drive the system enhancements/modifications needed. Identified gaps that are documented in the requirements sessions are moved to the conceptual design and Joint Application Development (JAD) sessions. During the JADs we present the recommended solution enhancement/modification based on our knowledge from the validated requirements and the business discussions and within the boundaries of the validated requirements. Changes are made to the Detailed Design Specification document and the modification/enhancement is implemented. Each enhancement is cycled through our rigorous testing process.

As the figure that follows shows, the majority of modifications and enhancements needed for Delaware FACTS II fall within the Financial Management, Common System Functions and Service Delivery modules. From our transfer experience of SACWIS solutions, the functionality requiring enhancements are the “norm.” Financial Management, Common System Functions, and the Service Delivery modules tend to be the modules that require State specific modifications--no different than what is stated in the Delaware FACTS II requirements.



DE_SACWIS-276

Figure 4-5. Delaware FACTS II Required Custom Enhancements.

Our solution is easily modified or enhanced as needed to meet DSCYF's functional requirements.

As we have demonstrated through similar engagements in this section, as well as in *Section 9, Bidder's Qualifications and Credentials*, we have proven that we understand your need integrate the DSCYF systems environment of your internal and external stakeholder agencies. Delaware FACTS II is scalable both horizontally and vertically with the ability to add resources to a single component or multiple components to the solution. As such, key modifications include the addition of DSCYF-specific program divisions to incorporate multiple stakeholder needs, create a common screening tool, and integrate multiple stakeholders across these divisions. As Juvenile Justice Services and Child Care Licensing are not core components of Delaware FACTS II, these enhancements are made to the solution.

Deloitte's proposed FACTS.NET transfer solution is an n-tiered, object-oriented .NET system architecture, which provides fully tested components and web services that are ideally suited for SACWIS, Child Welfare, Juvenile Justice, Child Care Licensing, and other integrated programs. The following image provides a conceptual view of the solution. (Additional information is found in *Section 4.3.0, Technical Requirements*).

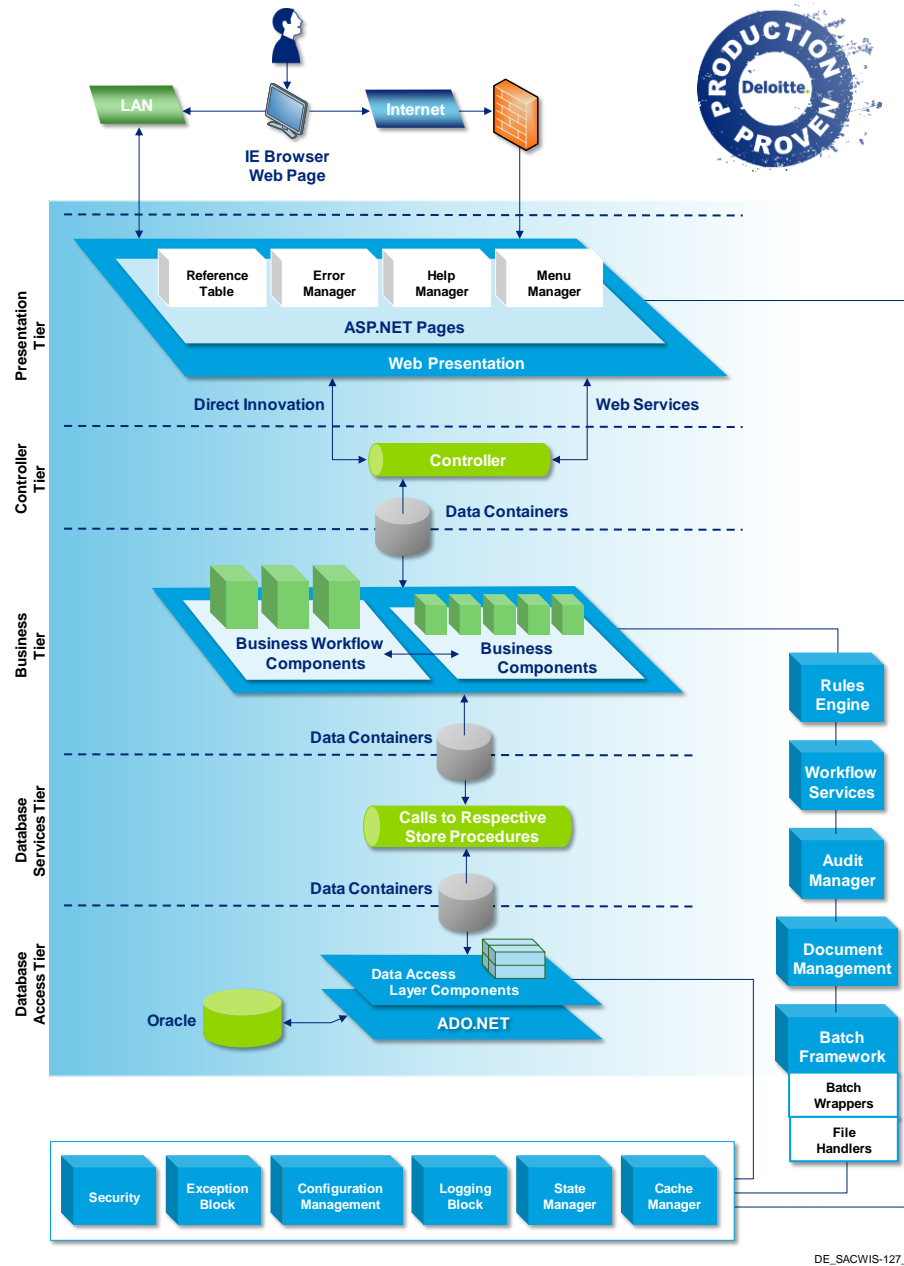




Figure 4-6. Conceptual View. A Conceptual View of the Delaware FACTS II Technical Solution.
Delaware FACTS II architecture is best suited for integrated children services.

Successful Integration and Implementation with COTS Products

RFP reference: 7.2.4 Bidder's Products, Methodology and Approach to the Project, Page 63

If the proposed solution includes one or more COTS products, the Bidder must document that these elements have been successfully integrated in an *implemented* solution.

Integration of Commercial-Off-The-Shelf (COTS) products into the Delaware FACTS II solution is integral to the proposed Deloitte DC FACES.NET transfer solution. The use of these products leads to decreased development time and overall risk by relying on products that are market proven, vendor supported, highly functional and technically mature. The table below outlines the proposed COTS products fully integrated into Delaware FACTS II, the functionality of the product, where Deloitte has successfully integrated these COTS products into an implemented solution, and the advantage to Delaware of using COTS tools rather than developing functionally from the ground up.

Function	Description	Tool	COTS Benefits DE FACTS II
Spell Checking	Provides spell checking in case notes, narratives and other long text fields	 Rapid Spell	Improves the quality of documentation by providing quick editing features especially when documenting lengthy text notes and narratives.
Document Scanning and Imaging	Captures documents for attachment to a case, client or provider	 DotImage Document Imaging	Imports paper forms and documents allowing the complete case record to exist in one place – the SACWIS.







Function	Description	Tool	COTS Benefits DE FACTS II
GIS – Address Validation and Mapping	Validates addresses and support the mapping of address locations	 Google Maps	Helps improve the validity of addresses and provides users with the exact location for investigations or inspections.
Intelligent Search	Support the real-time searching for clients using demographic data	 NameSearch	. This tool uses advanced algorithms to narrow down potential matches using a variety of searching parameters.
Information Delivery	Provides the method for static and ad hoc reporting	 BusinessObjects	Supports robust static and ad hoc reporting through a web-browser.
Online, Context Sensitive Help	Provide tool to document and use online help content	 RoboHelp	Supports creation of help files that could be integrated with online web pages.
Content Security	Provides ability to secure content	 iText	Confirms that the received and sent communication is secured and originates from a valid source.
Scheduler	Provides ability to schedule and execute batch jobs	 Dollar Universe	Supports planning, automated execution, and status reporting for scheduled batch jobs.

Table 4.1.2-3. DE FACTS II Technology Enablers – COTS.

DC FACES.NET Solution Base, the Right Answer for FACTS II

We believe that our DC FACES.NET suite as the base solution is the right answer to meet DSCYF's needs. Our transfer of FACES.NET addresses all of DSCYF's requirements.

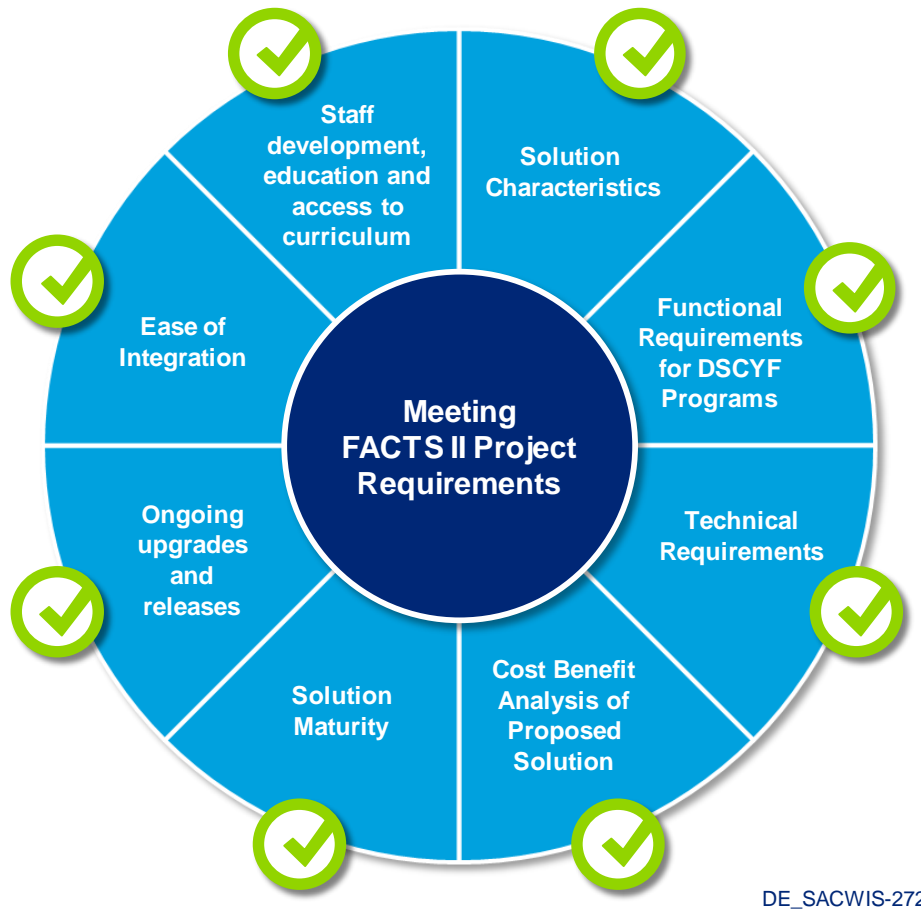


Figure 4-7. Deloitte Meets DSCYF's Evaluation Criteria.

Our proposed transfer of FACES.NET addresses all of DSCYF's requirements.

The table below details how our approach meets the Delaware FACTS II project requirements.

Deloitte's Understanding of Evaluation Criteria	Deloitte's Approach to Meeting the Delaware FACTS II Project Requirements
Solution Characteristics	<ul style="list-style-type: none"> • Flexible through the use of customizable components. It is a proven and stable solution that has been implemented in multiple states. • Effective and easy to use; allows staff to become more productive and focus on providing excellent customer service rather than memorizing system workarounds. • The scalability of our solution is proven through our successful implementations in large states like District of Columbia (DC), Alabama, and Oklahoma. • Meets the capacity needs of DSCYF's current and future demands. • Incorporates many features that make it an easy-to-maintain system. The solution includes: a configurable screen-flow driver to add new screens, change the sequence of screens, add menu options, reference and code tables to incorporate minor changes; productivity tools to generate base code; and a rules engine to automate program policy. • Built on an industry-standard foundation in an integrated technology environment that is scalable and easier to maintain. Other Web-based custom developed solutions that evolved over time may have "clunky" technology that is harder to transfer and maintain.
Functional Requirements for DSCYF Programs	<ul style="list-style-type: none"> • Production-use solution that meets or exceeds your specific business needs instead of an off-the-shelf, cookie-cutter solution that you must conform to. • Provides a common method for staff to improve communications and to un-duplicate efforts to serve customers efficiently. • Provides citizens with efficient service by increasing their ability to access services and reduce enrollment time. • Provides comprehensive screening and assessment to determine how customer requests for assistance can be met and also to determine the best possible course of action if a request for assistance cannot be met through the initial contact. • Establishes a common repository of client information in a master client index to create and maintain a record for each customer served by DSCYF and to maintain their relationship with the programs of assistance requested.
Technical Requirements	<ul style="list-style-type: none"> • Customizable and flexible through the use of configurable components, business rules, and reference tables according to DSCYF's needs. • Use of best-of-breed technologies from Social Services SOA Library that include enterprise-level services to unify DSCYF programs. • Reusability of a common development platform and services to build other applications and enhancements in the future without additional licensing costs. • Robust development approach for building a foundation for Delaware FACTS II.

Deloitte's Understanding of Evaluation Criteria	Deloitte's Approach to Meeting the Delaware FACTS II Project Requirements
Cost Benefit Analysis of Proposed Solution	<ul style="list-style-type: none"> • Offers a lower total cost of ownership for the state as we transition the maintenance of the system to DSCYF after successful implementation. • Builds upon your existing FACTS infrastructure investment and in-house skill set, providing an overall solution that is easier for you to maintain in the years to come. • The third party products that are used in Delaware FACTS II expand on the COTS products that you have in place today that you have confidence in.
Ease of Integration	<ul style="list-style-type: none"> • Contains well-defined interfaces that reduce the effort of integrating with legacy and external systems using common software components from our production-proven Social Services SOA Library.
Ongoing upgrades and releases	<ul style="list-style-type: none"> • Ongoing upgrades and releases are not controlled by external vendors, but rather by your business drivers and business process changes. Our solution does not retrofit business to technology. Because you own the code to Delaware FACTS II, DSCYF maintains its own schedule and is not bound by vendor upgrade schedules.
Solution Maturity	<ul style="list-style-type: none"> • Delaware FACTS II is based on successful system implementations that support families and children nationally. Our solution has reduced risk of implementation issues since a production-tested system is the base for the solution. • Feature-rich solution to meet your new One Child, One Team, One Plan business model that incorporates business best practices and design approaches learned from our other successful implementations. • Record of successful conversion of data from three or more legacy systems with greater than 95 percent accuracy. This accuracy reduces the likelihood of a spike in workers' workloads to correct converted legacy data in order to continue issuing benefits to families and children.
Staff development, education and access to curriculum	<ul style="list-style-type: none"> • Knowledge transfer begins early in the project and becomes a continuous process. • Our Delaware FACTS II Playbook includes lessons learned from 40 years of social services experience and the successful training of over 100,000 social service users. • Readily available training materials and curriculum that is customized to Delaware FACTS II. • Training and statewide rollout helps DSCYF staff to understand the process, tools, and procedures in a smooth and comfortable manner.

Table 4-16. Deloitte Meets DSCYF Evaluation Criteria.

Throughout our response we present proof – graphics, screen shots, and examples – demonstrating **how** the Delaware FACTS II solution meets your requirements. These examples are not screen mock-ups or “vaporware.” They are from production proven source systems branded specifically for DSCYF and the Delaware FACTS II project. Early in the Delaware FACTS II project, we work with you to finalize the “look and feel” for the user interface of the three Delaware FACTS II solution portals for customers, providers, and workers.

Proposed Methodologies

RFP reference: 7.2.4 Bidder's Products, Methodology and Approach to the Project, Page 63

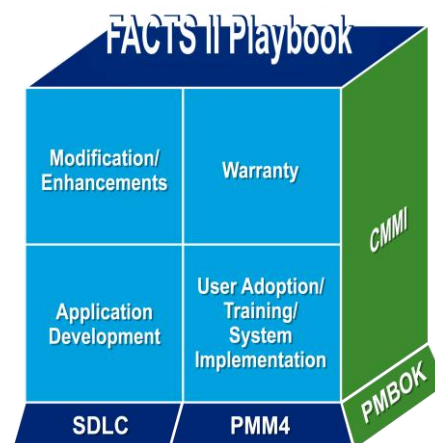
Bidders are requested to describe their proposed methodologies in implementing their solutions with detail sufficient to assure DSCYF that the Bidder has the required experience and expertise with the proposed methodology to successfully complete the project. The Bidder should include a statement of the bidding organization's project management philosophy and should describe how this engagement is viewed from the perspective of the Bidder's overall corporate structure.

Deloitte's FACTS II Playbook methodology is based on our proven experience from child services engagements similar to Delaware FACTS II. Our FACTS II Playbook includes sound methods enhanced with industry process tools and enablers, all designed to deliver on performance and manage budget, schedule, and performance risks. Our proven approach provides DSCYF with a comprehensive operations model tailored to the distinct needs of the Delaware integrated children's service delivery model and overall operating environment.

Delaware FACTS II Playbook

Our Delaware FACTS II Playbook is a framework of industry standard approaches and tools, combined with specific proven experience and lessons learned from 19 successful system implementations that focuses on delivering software development solutions based on the use of patterns and frameworks. The Delaware FACTS II Playbook is the vehicle for instituting procedures and controls on the Delaware FACTS II project. Development, maintenance, training, and implementation are guided by the FACTS II Playbook

Deloitte developed the Playbook methodology as our global program delivery methodology framework for large-scale system integration deployments. This repeatable methodology, which is tailored to the Delaware FACTS II project environment and requirements, takes into account all aspects of an enterprise-level solution including value creation, process/software people/change/learning, information technology, business intelligence, security/controls and support.

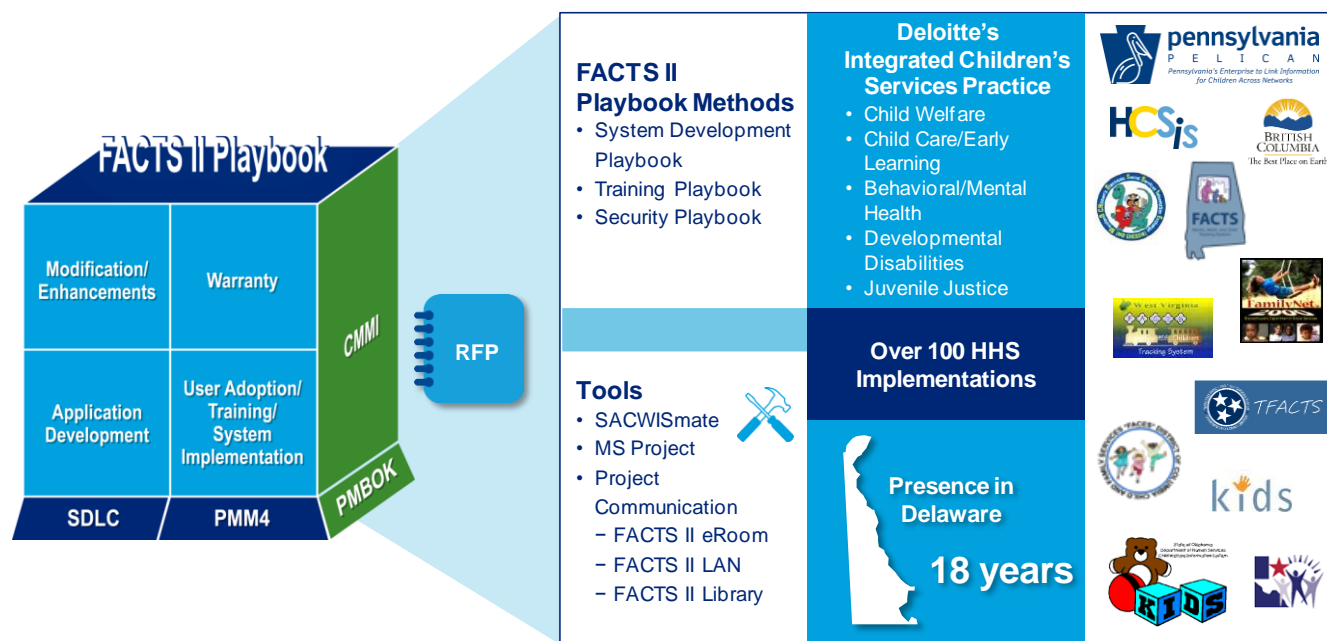


distinguishing
FACTORS

- Our methodologies and approaches have delivered all 19 projects in our Integrated Children's Services Practice
- Our project management approach meets CMMI standards
- We adhere to and execute our processes in a disciplined manner, day-in and day-out, throughout the project.

It is supported by strong program governance and planning structures that organize and manage the work required to deliver a SACWIS solution on time and within budget, and that meets DSCYF program objectives.

The Delaware FACTS II Playbook is used for all phases of the System Development Life Cycle (SDLC), including System Development, Training, and Security. The Delaware FACTS II Playbook components are depicted in the figure that follows, and described in detail in the sections that follow.



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Figure 4-7. Deloitte's Delaware FACTS II Playbook Methodology.

We use our time-tested PMM4 methodology and extend with industry process enablers to improve our performance and reduce budget, schedule, and cost risks while delivering the services requested by the State of Delaware.

Our FACTS II Playbook methodology includes five critical components:

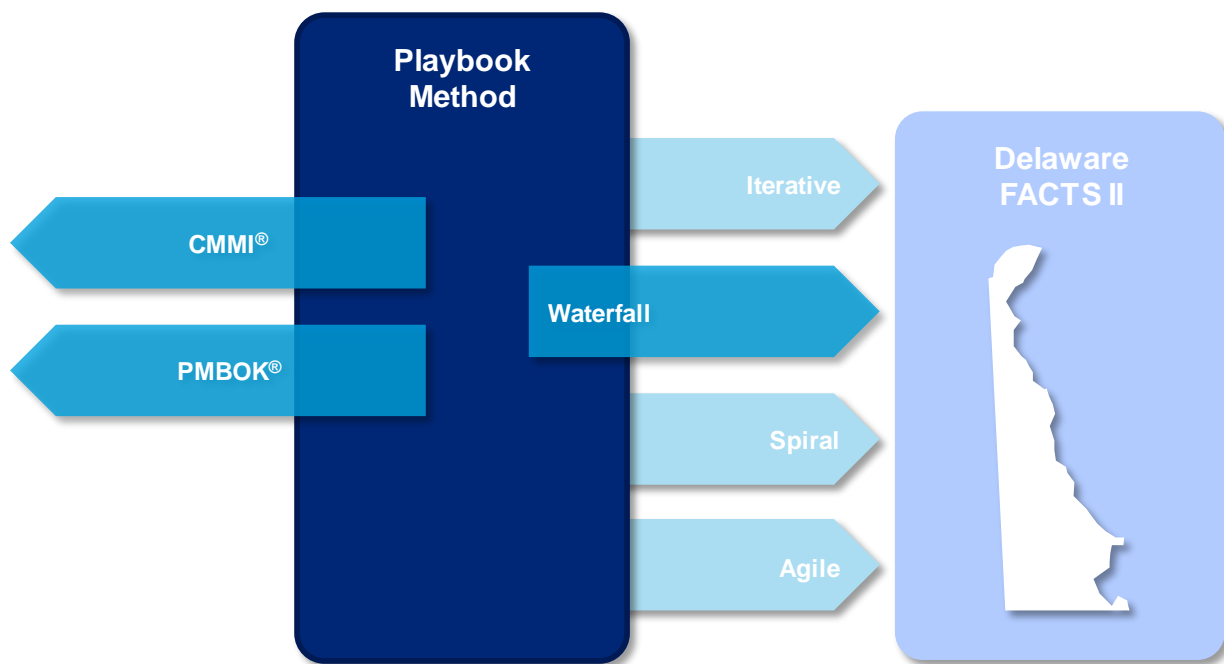
1. **Activities and Tasks.** Actionably sequenced processes for the full Delaware FACTS II project life cycle including purpose statements, roles and responsibilities, and with work products and tools and accelerators integrated at the Task level.
2. **Work Products.** Template-based plan documents, quality records, and checklists for rapid creation of quality deliverables and non-deliverable project documents.
3. **Execution.** Execution guidelines for systems security and application performance with best practices, customized templates, and samples. Deloitte's experienced team is the foundation of our ability to deliver complex systems design and implementation engagements. These resources draw on national centers of excellence representing the business and technical disciplines required for complex technology deployments, such as the FACTS II project.

4. **Frameworks.** Aligned with Microsoft .Net. Our proposed FACES.NET transfer solution was selected for FACTS II because it has its own framework that supports n-tier architecture, a centralized data model, common data access components, and object oriented concepts.
5. **Tools and Accelerators.** Standards, guidelines, and tools supporting effort estimation, requirements traceability, and project management

The core of the Delaware FACTS II Playbook and Project Management offering is the Playbook Method, an integrated set of processes and assets for building and delivering high-quality software solutions using distributed application development teams.

The Playbook Method supports all activities executed during the entire life cycle of a project; from project initiation and planning to deployment and project closure.

The Playbook Method is based primarily on the Software Engineering Institute's (SEI) Capability Maturity Model Integration (CMMI ®) and the Project Management Body of Knowledge (PMBOK ®), and integrates with a wide range of industry standard methodologies including Waterfall Development Methodology, the approach used for this project.



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Figure 4-8. Playbook Methodology.

Deloitte's FACTS II Playbook integrates with industry-standard methodologies.

Project Management Methodology

Our Delaware FACTS II Playbook project management approach addresses the fundamental needs of managing risk and timely delivery of software development projects. We employ a detailed approach to Delaware FACTS II project planning that includes developing and maintaining the project work plan, organizing project activities, staffing the team appropriately, directing day-to-day activities, coordinating across the multiple stakeholders, controlling the project processes, measuring task completion, reporting status to internal and external stakeholders, and evaluating overall project effectiveness.

Project Management Methodology (PMM4) integrates project management leading practices from the Project management Institute (PMI) and our own demonstrated project management methodology honed through numerous engagements. Based on Project Management Institute (PMI) principles, our methodologies are aligned with DTI's project management and organizational change management methodologies. An added benefit to our methodologies is that they can be easily adapted to DSCYF's methodologies.

PMM4 Methodology Highlights

- Comprehensive SDLC methodology that integrates the best process principle from CMMI, and best project management guidelines from PMBOK
- Repeatable processes to mitigate risk and issues when developing and deploying software
- Leveraging standard, best practice, templates and deliverable to successfully deliver project in a repeatable fashion

PMM4 includes the structured guidelines of the Project Management Institute's Project Management Book of Knowledge (PMBOK) and focuses on applying proven project management principles and best practices to project delivery. We have successfully applied these methodologies to deliver over 100 successful, high-quality Health and Human Services (HHS) implementations. PMM4 and the Playbook contain standard tools, detailed procedures, templates, standard work plans, status reports, and other materials that support all threads of the project including design, development, conversion, testing, implementation and transition. Some of the automated tools, including our proposed use of SACWISmate are described below. By using the standards and templates contained in PMM4 and Playbook, we help DSCYF leverage existing best practices, thus allowing the project team to focus their efforts on the unique conditions of this project. The use of these methodologies reduces the overall technological risk and assists in the timely delivery of a high-quality Delaware FACTS II solution.

Our PMM4 approach provides the DSCYF with the following benefits:

- Provides a structured yet flexible framework that defines processes and procedures to specifically guide the FACTS II Project
- Provides an approach and effective toolset to support consistent dialogue, task monitoring, status reporting, risk tracking, and assists in determining general project healthiness

PMM4 Methodology

The components of PMM4 are simple and address the fundamental needs of an organization. It is a comprehensive approach to project planning that includes the project work plan, organizing, team staffing, directing the day-to-day activities, coordinating across the multiple stakeholders, controlling, measuring completion, reporting status to internal and external stakeholders, and evaluating overall project effectiveness.

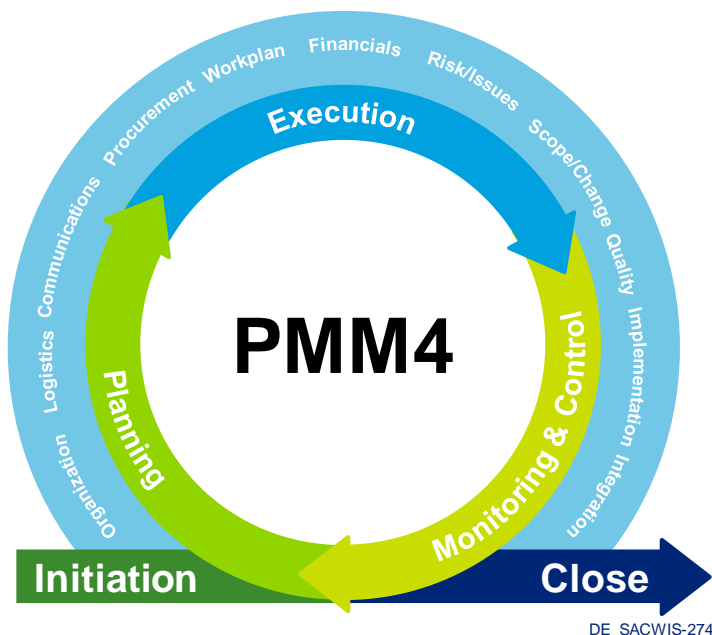


Figure 4-9. Deloitte's Delaware FACTS II Project Management Methodology version 4 (PMM4). Project Management is accomplished through the application and integration of the project management processes of initiation, planning, execution, monitoring and control, and close.

Major processes in PMM4 are organized into five Project Management Book of Knowledge (PMBOK®) workflows: initiate, plan, execute, control, and close. Processes are carried out and repeated as necessary throughout the project life cycle, from initiation through system operations. PMM4 is used throughout the five phases of the Delaware FACTS II engagement, guiding our team through the most effective project management techniques:

Phases	Approach to Using PMM4 for FACTS II
Initiation	<p>Working together during this phase, Deloitte and DSCYF develop a strong business strategy by completing the following activities:</p> <ul style="list-style-type: none"> • Reaffirm the project governance and management teams • Review and document business requirements • Refine the high-level strategy and develop a detailed strategy for the completion of each release as necessary • Support content management activities such as identifying where content is stored and defining user access • Begin planning project communication and identifying staff roles and responsibilities

Phases	Approach to Using PMM4 for FACTS II
Planning	<p>During the planning phase for FACTS II, Deloitte turns the high-level strategies into executable activities and tasks:</p> <ul style="list-style-type: none"> • Defines deliverables such as the work plan, scope documents, and requirements • Reviews and validates project processes and procedures, update project schedules and finalize the project work plan
Execution	<p>The majority of the work on the project occurs during the execution phase, including the development and modification of software. Execution phase activities include:</p> <ul style="list-style-type: none"> • Work with DCSYF to elaborate on how the solution is implemented in order to facilitate alignment with DTI technical standards and use of existing business services where possible. • Apply DTI technical standards throughout the Detailed System Design phase in preparation for a formal architecture review prior to commencing the development phase of the project. • Execute the training courses and implementation activities, including system reporting and help desk operations.
Control	<p>The control phase is where the progress of the work on the project is monitored. Control phase activities include:</p> <ul style="list-style-type: none"> • Monitor progress and identify and implement corrective actions to resolve problems. • Identify risks and issues and the resolution processes. • Deliver project status reports and other communications to inform stakeholders of progress and issues. • Manage the submission and review of deliverables and work products using DSCYF standards. • Conduct resource management activities that include processes used to review performance and assess training needs.
Close	<p>The close phase occurs at FACTS II project completion and includes:</p> <ul style="list-style-type: none"> • Knowledge transfer • Assessment of knowledge transfer • Completion of contract closure • Archival of project documents

Table 4-17. Delaware FACTS II PMM4 Approach Activities.

Subject Areas within PMM4

PMM4 is organized in the following subject areas and is shown in the following figure.

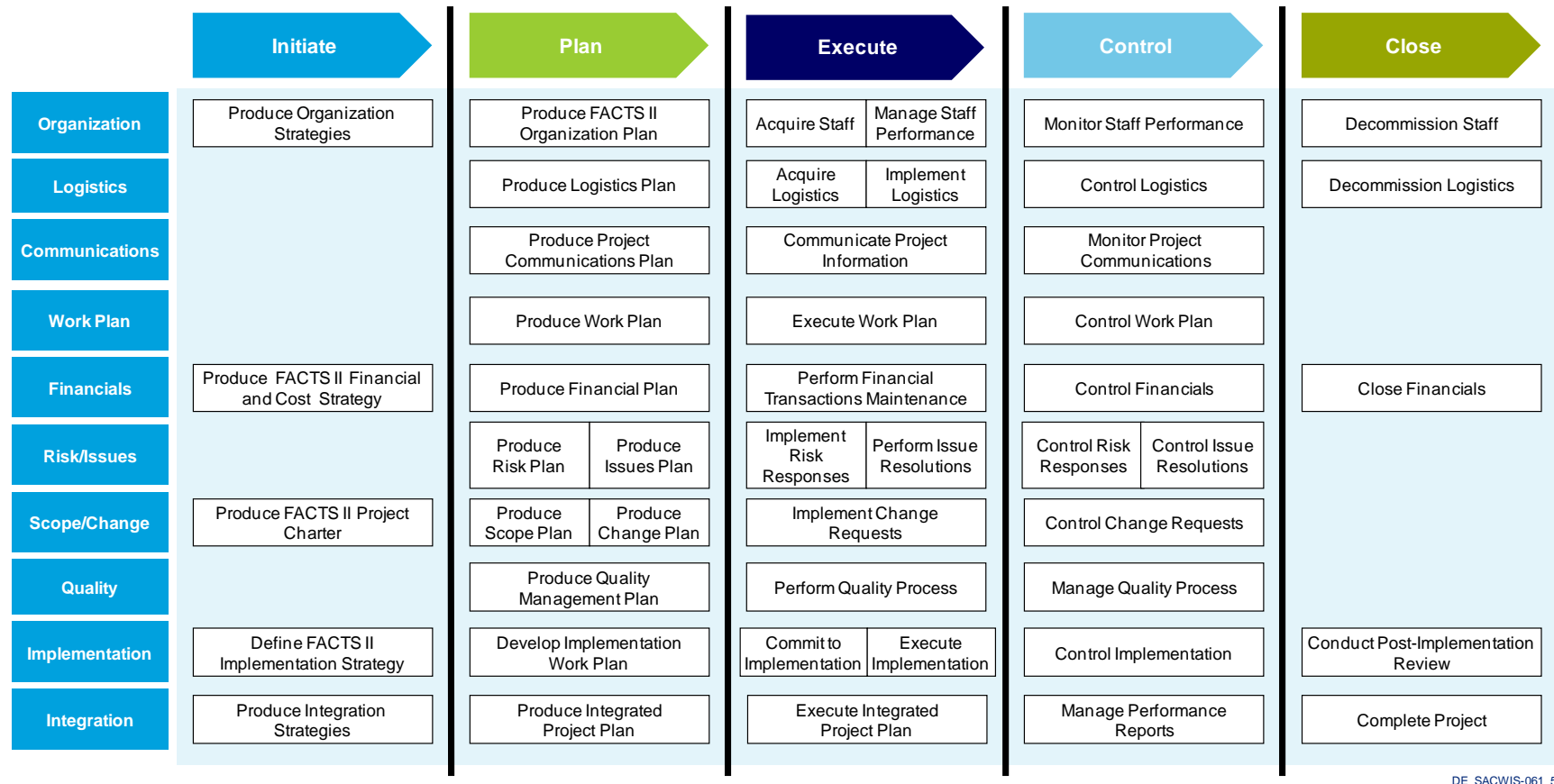


Figure 4-10. FACTS II Project Management 4.0 Methodology Map.

The map shows the relationship between the subject areas and the project management process that Deloitte uses on the FACTS II project.

PMM4 Project Threads

PMM4 Threads	
Project Thread	How The Project Threads Supports Delaware FACTS II
Organization	<ul style="list-style-type: none"> Organizational strategy development and planning helps us align our resources for Delaware FACTS II, as well as align resources and work with DSCYF and project stakeholders in the most effective and cost efficient manner. This thread includes a plan and process for acquiring staff, as well as conducting team development activities.
Logistics	<ul style="list-style-type: none"> To foster an efficient integration of the Delaware FACTS II physical and technical environments, we identify both the physical and technical requirements and prepare and implement a comprehensive strategy and plan that is used to verify effective integration and foster maximum resource productivity.
Communications	<ul style="list-style-type: none"> Our SACWISmate tool includes robust reporting capabilities tailored to PMM4 methodology that provide transparency and confirms timely communication of Delaware FACTS II information. Through structured communication planning, information distribution, performance reporting and monitoring, and administrative closure activities, project communication gets to key stakeholders in a timely manner.
Workplan	<ul style="list-style-type: none"> Through PMM4, we maintain an up-to-date, on schedule, on budget work plan. The Delaware FACTS II work plan is continuously updated throughout the project life cycle and guides the project from initiation through go-live. The Project Schedule controls and defines and sequences all objectives, activities and tasks, resources, and timeframes,
Financials	<ul style="list-style-type: none"> Our established financial monitoring and control processes for Delaware FACTS II are used to confirm that the project is completed on budget. This thread of PMM4 is structured to track, monitor, and control resource planning, cost estimating and budgeting, and cost control measures, as well as billing and collection activities.
Risk/Issues	<ul style="list-style-type: none"> DSCYF benefits from industry-standard risk management processes that include risk identification, risk quantification, risk response development, and risk response control. We maximize the results of positive events and minimize the consequences of adverse events for Delaware FACTS II through a repeatable process based on PMI principles.
Scope/Change	<ul style="list-style-type: none"> To confirm that critical changes for Delaware FACTS II are managed and communicated properly to affected stakeholders, we follow a structured change control process that involves defining the work to successfully complete the project, managing and controlling the work, and tracking, modifying and controlling the steps for realizing the anticipated project benefits.
Quality	<ul style="list-style-type: none"> Quality control and management processes confirm that Delaware FACTS II meets required Delaware FACTS II quality standards. Deloitte evaluates overall project performance and monitors specific project results to eliminate the causes of unsatisfactory performance.
Implementation	<ul style="list-style-type: none"> This thread of PMM4 defines DSCYF strategies for implementing new technology, new business processes, a new organization, or a new product. The processes include developing a strategy and plan, executing the plan, and conducting a post-implementation review.

PMM4 Threads	
Project Thread	How The Project Threads Supports Delaware FACTS II
<div>Integration</div>	<ul style="list-style-type: none"> Integrating the multiple and varied elements of Delaware FACTS II requires tight coordination of these elements to confirm that deadlines are met, duplicative work is eliminated, resources are maximized, and deliverables are of high quality. In order to meet or exceed DSCYF stakeholder needs and expectations, the integration element also includes negotiating tradeoffs between stakeholder's competing objectives and alternatives.

Table 4-18. Key Threads for Successful Project Management.

Our methodology guides our managers and staff in the most effective techniques for project management, information planning, business process redesign, system design, and system implementation and is used throughout all phases of the project.

Delaware FACTS II is comprised of many inter-dependent elements, requiring a tight integration between the people, process, and technology components. Our PMM4 approach and methodology for Delaware FACTS II is the thread that brings together these components into a cohesive project that is able to not only achieve your goals, but also to monitor, control, and improve upon your regular processes and procedures. However, a good methodology alone is not enough for Delaware FACTS II to be successful.

A strong project management methodology is essential to successfully deliver Delaware FACTS II. Our process includes considering your leadership and vision, the execution of work plan steps, effective and efficient resource planning, and addressing difficult issues as they arise, which requires a strategy above and beyond what a typical industry methodology can offer.

Deloitte.

Project Spotlight

AL FACTS

In January 2007, the state of Alabama Department of Human Resources (DHR) engaged Deloitte to design, develop, and implement a SACWIS, known as Alabama FACTS, to automate and support agency case practices from client intake through case closure, financial payments, 13 external interfaces, and more than 200 management statistical reports.

DHR selected to transfer Deloitte's DC FACES.NET solution as it provided a modern, web-based, SOA, SACWIS-compliant integrated management information system for integrated social and children services.

Proven Approach and Methodology

Deloitte applied the rigor of the Playbook to deliver the transfer solution for Alabama FACTS, on time and on budget. The Playbook provided structured processes and defined assets based on CMMI Level 3 practices that enabled a common understanding and roadmap for the project team members to follow through each SDLC phase.

Realized Benefits and Outcomes

Within 19 months from project initiation, Alabama FACTS was piloted in production in August 2008 and implemented statewide in January 2009. Alabama FACTS is currently used by more than 2,300 caseworkers to administer the state's child welfare and adult protective services programs.

Deloitte Experience Similar to FACTS II



SACWIS
Compliant



Adaptive &
Configurable



Web
Based



Easy to
Use

Our project management approach exceeds Delaware DSCYF's requirements. We tailor our project management approach to meet the specific challenges of the Delaware FACTS II project. This integrated approach stems from three main sources of insight:

- **Our Understanding of Delaware DSCYF and the Delaware FACTS II Project Needs** based on our close scrutiny of the RFP requirements and other documentation provided by DSCYF. Our project management approach exceeds the requirements stated.
- **Our Own Best Practices for Project Management and System Development Experience.** We have drawn from almost three decades of experience developing and delivering projects. Our approach has been used to deliver six federally assessed SACWIS systems. Our proven approach has also supported the successful delivery of integrated solutions in short timeframes.
- **Integration of Industry Standards** for many of the project areas including alignment with Project Management Book of Knowledge (PMBOK) and principles of the Capability Maturity Model (CMM).

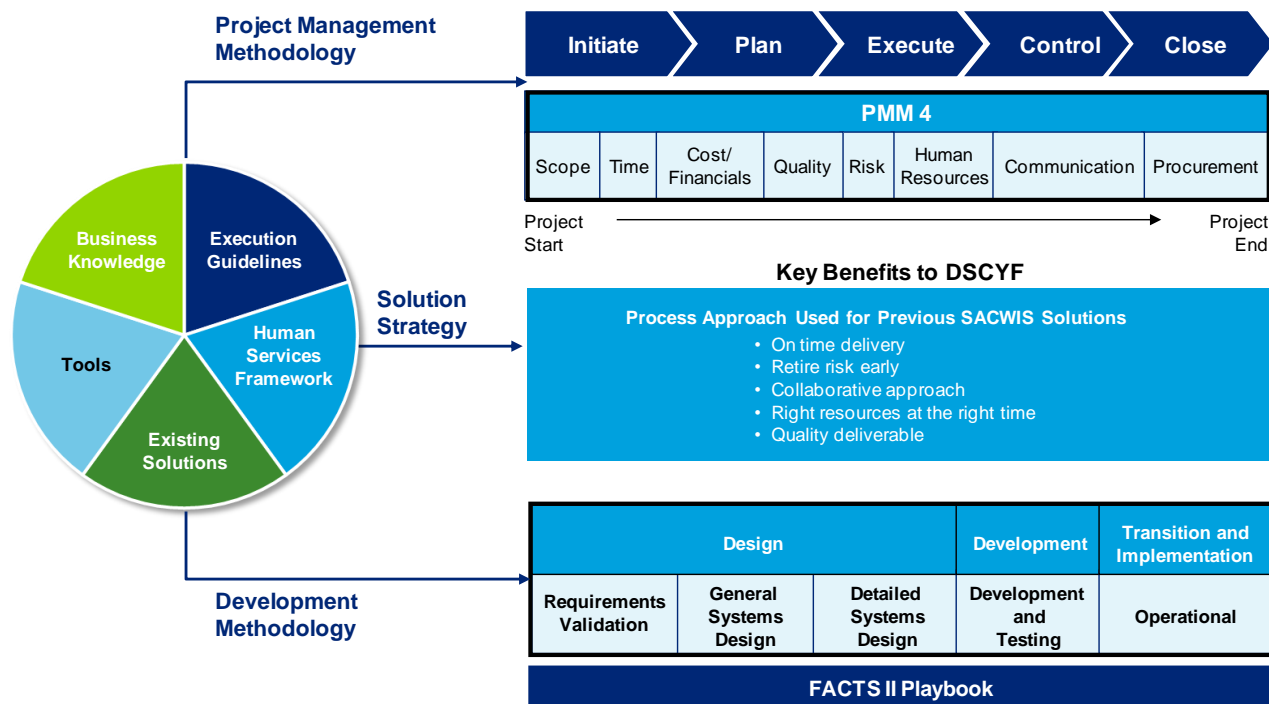
Given the need for a well-defined and time-tested project management and software development approach, we propose our Project Management Methodology (PMM4) and our Playbook development approach for the Delaware FACTS II project. PMM4 focuses on applying proven project management principles and best practices to project delivery. Playbook focuses on delivering software development solutions based on the use of patterns and frameworks. Delaware FACTS II Playbook and PMM4 contain standard tools, detailed procedures, templates, standard work plans, status reports, and other materials that support all threads of the project including design, development, conversion, testing, implementation and transition. By using the standards and templates contained in PMM4 and Playbook, we help DSCYF leverage existing best practices, thus allowing the project team to focus their efforts on the unique conditions of this project.

Using PMM4 and the Delaware FACTS II Playbook methodologies benefits the Delaware FACTS II project by reducing the overall technological risk and assisting in the timely delivery of a high-quality project.

Our risk management approach provides a proactive, collaborative process for identifying risks at the earliest possible stage. This approach provides management the opportunity to address contingency planning on a case by case basis. Our risk management approach is a component of our PMM4 methodology, which has incorporated lessons learned from our past experiences managing risks on projects of this magnitude.

We implement and refine a risk management process that incorporates effective and constant communication with DSCYF and relevant stakeholders throughout the duration of the Delaware FACTS II project. These communications occurs early and throughout the project timeline, while we jointly assess and manage project risks. Our past experience indicates that this risk management approach, which is an integral part of our project management methodology, lowers, or reduces, the overall risk to the Delaware FACTS II project.

The following figure shows how we bring PMM4 and Delaware FACTS II Playbook together to accelerate delivery for the Delaware FACTS II project.



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Figure 4-11. Deloitte's PMM4 and Playbook Methodologies.

Our methodologies accelerate design and reduce the time for delivery; using best practices in our methodology and approach produces high-quality results.

Delaware FACTS II Playbook Project Management Tools

Delaware FACTS II Playbook project management tools are designed to meet a range of requirements, including long-term project planning, initial startup, and detailed daily project activities. The Delaware FACTS II Playbook tool set consists of specialized in-house and commercially available applications developed by leading software vendors. The state will own these components at the end of the project.

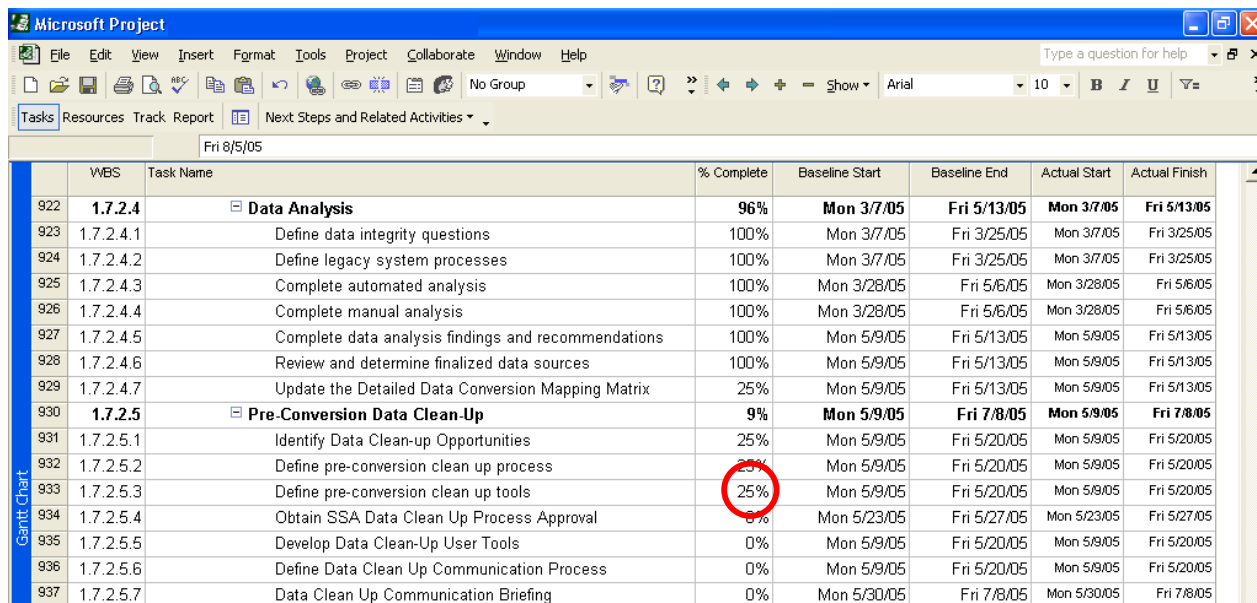
From project initiation through to the completion of the Delaware FACTS II project, we leverage these tools to support our project management approach, and to allow the Deloitte team to jump start the project. We use a variety of automated tools to help us execute our project management approach, including:

Microsoft Project

Deloitte uses Microsoft (MS) Project to track the Delaware FACTS II project work plan including tasks and milestones. MS Project is widely used, both in the public and private sectors, and contains a host of built-in reporting tools, including automated Gantt charts and other common tracking reports.

The Delaware FACTS II project work plan serves as the roadmap for the project, defining all tasks required to take the project from start to completion. In this sense, it is a tool that gauges whether the project is on-schedule and assists the management team in setting priorities and determining important topics for operations and planning meetings.

The work plan is a living document. Deloitte project teams update the work plan weekly. As tasks are completed, the team leads update the “percent complete” designator for each task. The following figure shows a portion of a sample work plan representing how the “percent complete” field is updated to gauge the overall completeness of the project.



	WBS	Task Name	% Complete	Baseline Start	Baseline End	Actual Start	Actual Finish
922	1.7.2.4	Data Analysis	96%	Mon 3/7/05	Fri 5/13/05	Mon 3/7/05	Fri 5/13/05
923	1.7.2.4.1	Define data integrity questions	100%	Mon 3/7/05	Fri 3/25/05	Mon 3/7/05	Fri 3/25/05
924	1.7.2.4.2	Define legacy system processes	100%	Mon 3/7/05	Fri 3/25/05	Mon 3/7/05	Fri 3/25/05
925	1.7.2.4.3	Complete automated analysis	100%	Mon 3/28/05	Fri 5/6/05	Mon 3/28/05	Fri 5/6/05
926	1.7.2.4.4	Complete manual analysis	100%	Mon 3/28/05	Fri 5/6/05	Mon 3/28/05	Fri 5/6/05
927	1.7.2.4.5	Complete data analysis findings and recommendations	100%	Mon 5/9/05	Fri 5/13/05	Mon 5/9/05	Fri 5/13/05
928	1.7.2.4.6	Review and determine finalized data sources	100%	Mon 5/9/05	Fri 5/13/05	Mon 5/9/05	Fri 5/13/05
929	1.7.2.4.7	Update the Detailed Data Conversion Mapping Matrix	25%	Mon 5/9/05	Fri 5/13/05	Mon 5/9/05	Fri 5/13/05
930	1.7.2.5	Pre-Conversion Data Clean-Up	9%	Mon 5/9/05	Fri 7/8/05	Mon 5/9/05	Fri 7/8/05
931	1.7.2.5.1	Identify Data Clean-up Opportunities	25%	Mon 5/9/05	Fri 5/20/05	Mon 5/9/05	Fri 5/20/05
932	1.7.2.5.2	Define pre-conversion clean up process	25%	Mon 5/9/05	Fri 5/20/05	Mon 5/9/05	Fri 5/20/05
933	1.7.2.5.3	Define pre-conversion clean up tools	25%	Mon 5/9/05	Fri 5/20/05	Mon 5/9/05	Fri 5/20/05
934	1.7.2.5.4	Obtain SSA Data Clean Up Process Approval	0%	Mon 5/23/05	Fri 5/27/05	Mon 5/23/05	Fri 5/27/05
935	1.7.2.5.5	Develop Data Clean-Up User Tools	0%	Mon 5/9/05	Fri 5/20/05	Mon 5/9/05	Fri 5/20/05
936	1.7.2.5.6	Define Data Clean Up Communication Process	0%	Mon 5/9/05	Fri 5/20/05	Mon 5/9/05	Fri 5/20/05
937	1.7.2.5.7	Data Clean Up Communication Briefing	0%	Mon 5/30/05	Fri 7/8/05	Mon 5/30/05	Fri 7/8/05

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Figure 4-12. Project Work Plan.

As tasks are completed, the work plan is updated to create a view of overall project completion. The circled element shows how each task is tracked by its percentage of completion.

The work plan is stored on the project Local Area Network (LAN) so that it is accessible to the project team. Only select users, primarily project management and team leads, have network access to update the Delaware FACTS II work plan. An updated work plan is submitted as part of the weekly project status report and used to guide work status and project team meetings. Additional information about the project work plan can be found in *Section 8*.

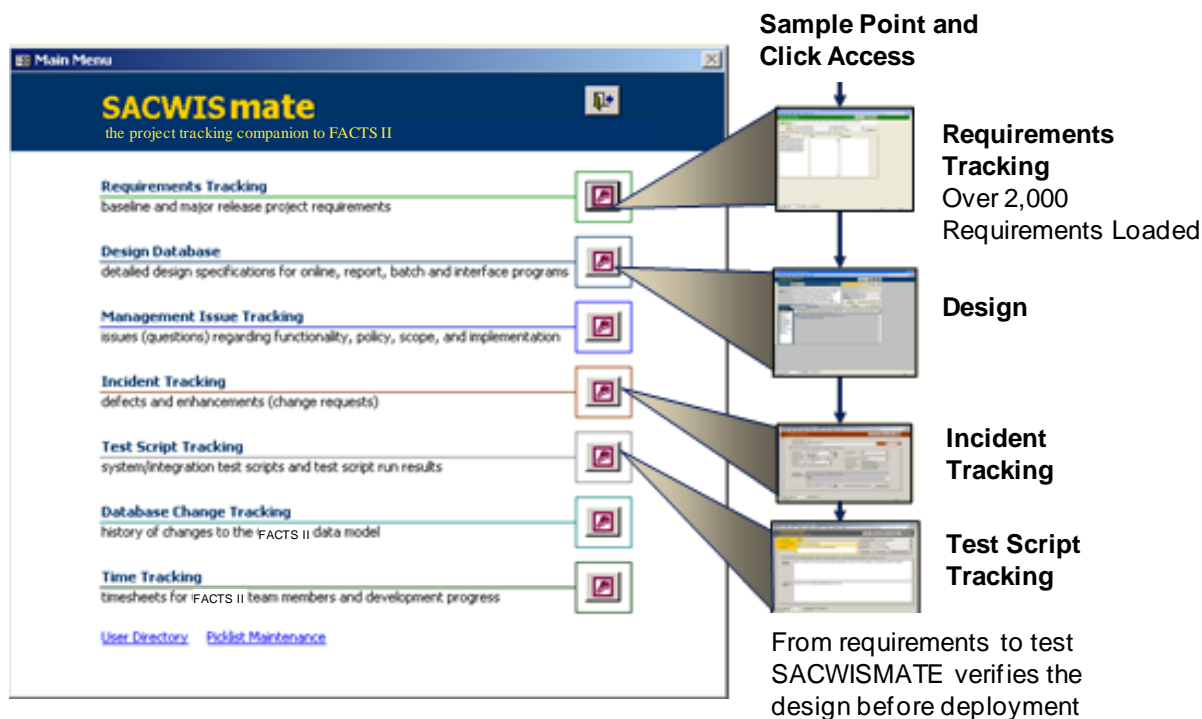
SACWISmate

Developed as part of our Playbook suite, SACWISmate is a Microsoft Access-based tool used to assist in the management of various activities during the implementation of major applications, client policy changes, and general maintenance. The tool is a comprehensive, integrated database and is built to support each SDLC phase, as well as integrate the tracking of information across phases. Detailed SDLC status is reported from SACWISmate.

For example, for Delaware, SACWISmate documents Delaware FACTS II system requirements, design documentation, test scripts, defects, enhancements, and time spent on system modules from which summary and detail reports are generated. The different components are linked together--requirements are linked to designs, test scripts, issues, and incidents--so that they do not fall through the cracks and are fully traceable through the development life cycle. In addition, large sections of many deliverables can be generated directly from SACWISmate, including the Revised Requirements Document, the Requirements Traceability Matrix, Detailed Requirements Document, and System Documentation. SACWISmate is user-friendly and is pre-loaded with information to minimize data-entry, jump start the project, and reduce implementation costs. The pre-load includes Federal and Delaware FACTS II project requirements, design specifications, and test cases for the proposed transfer system, DC FACES.NET

Without this tool, we would need to allocate time, resources, and budget to identify a toolset, train the team members, and then load all of the requirements into the product. DSCYF benefits from being able to hit the ground running with an easy-to-use integrated application that is preloaded. The SACWISmate tool is used by the integrated Delaware FACTS II Project team that includes Deloitte, DSCYF staff, and the Delaware FACTS II project Quality Assurance Vendor.

Shared use of SACWISmate fosters open communication, status monitoring, and continuous knowledge transfer. There are no secrets and no surprises on our SACWIS projects. Deloitte trains the FACTS II project team on how to use SACWISmate and leaves the application with DSCYF for continued use after our job is done. The screen shot in The figure below provides a snapshot of the various functions of SACWISmate, followed by a detailed description of each module.



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Figure 4-13. Project Tracking Tool.

Automates design traceability to validate all State and Federal SACWIS requirements are met before deployment.

The various functions of SACWISmate are listed below.

- 1. Requirements Tracking.** The Requirements Tracking module is used to track requirements including traceability throughout the life cycle of the project. It generates requirements related deliverables and tracks reviewer comments. The following screen shot shows the report interface in the SACWISmate Requirements Tracking module.

Microsoft Access - [Reports]

File Edit Insert Records Window Help

Requirement Tracking Reports

Select Report Requirement List Report

Enter Title Requirement List Report

Sort Report by Requirement ID Ascending

Filter by... clear all

Release/Source/Assignment JAD Category/SubCategory Release/Status History Individual Requirements (667 requirements as filtered)

Release	Source	Assigned To
Release 1.0	RFP - Federal/Local	Amit Rastogi
Future Release	RFP - Federal/State/Local	Eddy Jones
No Release/Not Included	RFP - State/Local	Gary Matthis
	RFP - State	Nicole Fuller
	RFP - Local	Valli Thirugnanam
	Enhancement	Jeanne Knight
		Abby George
		Anthony Capozzoli
		Manickam Kalimuthu

With the selected filters, you have created the following report: 667 requirements in this report

All Requirements

<-- Run This Report!

Open Report in Excel

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Figure 4-14. SACWISmate Requirements Tracking.

SACWISmate has a comprehensive reporting component that is used to track the status of each SDLC element.

- 2. Design Database.** The Design Database module is used to track the specifications for software components such as screens, reports, batch programs, and interfaces. Traceability to requirements is included. The module produces a host of documentation including deliverables and design specs.
- 3. Management Issue Tracking.** The Management Issue module is used to track issues that may arise during the course of the project, such as requirement or design questions, varying approaches to functionality implementations, state or federal policy or regulatory changes, and the introduction of new functionality.
- 4. Incident Tracking.** The Incident Tracking module is used to track software or database problems and changes identified by the users, the client testers, and others.

5. **Test Script Tracking.** The Test Script Tracking module serves a particularly critical function in system implementation projects. This module allows test scenarios to be entered, tracked, and used repetitively when testing functionality.
6. **Database Change Tracking.** The Database Change Tracking module is used to track database changes throughout the life cycle of the project.

Delaware FACTS II Playbook Project Communication Tools

Effective communication involves the timely and appropriate generation, collection, and dissemination of project information and documentation. There are several tools and approaches that we use to accumulate, store, and access project knowledge:

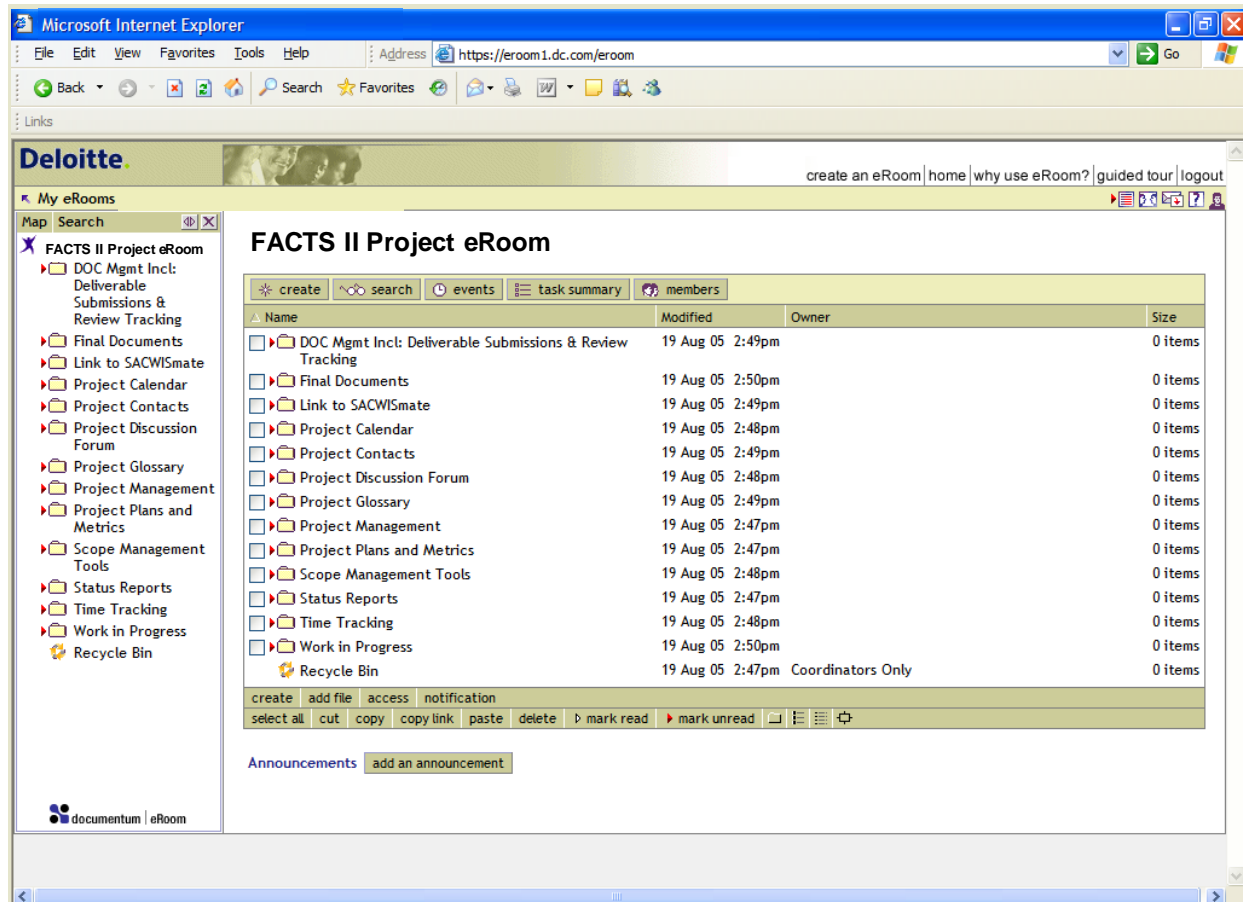
- Delaware FACTS II eRoom
- Delaware FACTS II Project LAN
- Delaware FACTS II Project Library

FACTS II eRoom

The eRoom, one of Deloitte's Delaware FACTS II Playbook tool, **supports communication** and collaboration on the project and is made available to all project participants. eRoom

is a Web-based application for enterprise project collaboration and knowledge and content sharing. All project team members receive login IDs and passwords, and the eRoom is accessible to them from anywhere an Internet connection is available. Using eRoom, we create a virtual project space to share and communicate project information including project deliverables, milestones, issues, tasks, and detailed communications. With eRoom storage management, focus shifts from emailing documents to sharing online documents. Documents are stored as they work towards completion. The eRoom's versioning capability confirms that all versions of the document are securely stored and audited. Documents stored on the Delaware FACTS II Project eRoom can be downloaded and saved at any time. At a minimum, the entire library is downloadable to be saved on your local network when the project is completed.

Although the eRoom structure is finalized during project initiation, we envision the Delaware FACTS II eRoom to have, at a minimum, the following sections depicted in the figure that follows.



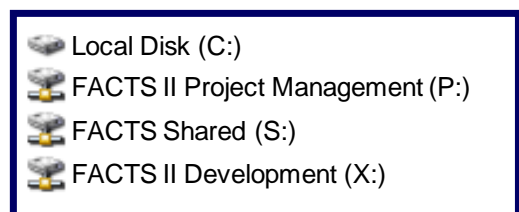
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Figure 4-15. Deloitte's Delaware FACTS II Project eRoom.

Delaware FACTS II Project eRoom provides a Web-based centralized document repository.

FACTS II Project LAN

A comprehensive project LAN is established for the project that contains multiple network drives in order to differentiate the content type and access-level to project files. The figure (right) shows the SACWIS LAN taxonomy used on several of our projects.



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All project files are stored on the project LAN. The P: drive (Project Management) is used to store deliverables, the project work plan, and other project management related documents. The S: drive (Shared) is used to store working project files including SACWISmate.

The X: drive (Development) is used to store application files such as source code for the SACWIS.

Figure 4-16. SACWIS LAN Taxonomy.

FACTS II Project LAN stores deliverables, the work plan and other documents.

Permissions to each drive and relevant subfolders are assigned to control both access and update permissions. For example, only project management and track leads are able to update the project work plan within the P: drive. Accordingly, developers do not have access to the P: drive.

Delaware FACTS II Project Library

Within the project site, we designate a select portion of the office as a physical project library. The library stores hardcopies of project documents including deliverables, communications, and other key project documents such as Application Data Protocol Units (APDUs) and Federal Adoption and Foster Care Analysis and Reporting System (AFCARS) and National Child Abuse and Neglect Data System (NCANDS) documentation.

While these documents are also available in soft-copy on the Project LAN, we have learned on our SACIWS projects the value of creating a library for frequently referenced documents. Project staffs have found it very convenient and helpful to have access to printed documents for quick review and reference.

The table below represents states that utilized Deloitte's Playbook project communication tools as part of a successful project implementation.

FACTS II Playbook Tools					
Integrated Children Services Projects Benefitting from Playbook Project Communication Tools	MS Project	SACWISmate	eRoom	Project LAN	Project Library
District of Columbia FACES.NET	✓	✓	✓	✓	✓
Alabama FACTS	✓	✓	✓	✓	✓
Pennsylvania Allegheny KIDS	✓	✓	✓	✓	✓
Pennsylvania PELICAN	✓		✓	✓	✓
Pennsylvania HCSIS	✓		✓	✓	✓
Canada (British Columbia) BC ICM	✓		✓	✓	✓
Canada (British Columbia) NL ICM	✓		✓	✓	✓
Colorado CHATS	✓	✓	✓	✓	✓
Maryland CHESSIE	✓	✓	✓	✓	✓

FACTS II Playbook Tools					
Integrated Children Services Projects Benefitting from Playbook Project Communication Tools	MS Project	SACWISmate	eRoom	Project LAN	Project Library
Massachusetts FamilyNet	✓		✓	✓	✓
Massachusetts HCSIS	✓	✓	✓	✓	✓
Oklahoma KIDS	✓		✓	✓	✓
Pennsylvania OCYF	✓		✓	✓	✓
Texas DADS	✓	✓	✓	✓	✓
Tennessee FACTS	✓		✓	✓	✓
Virginia Child Care	✓		✓	✓	✓
West Virginia FACTS	✓		✓	✓	✓

Table 4-19. Deloitte's Delaware FACTS II Playbook Project Communication Tools.
Delaware FACTS II Playbook tools used on other state projects to support project management.

Experience Using Methodologies on Projects Similar to FACTS II

Deloitte has worked with clients across the nation to successfully provide, install, and implement an integrated management information system for integrated children services, known as the Family and Child Tracking System II (FACTS II) using systematic approaches for software development and project management for projects of similar size and magnitude. The following table maps the states where Deloitte has provided services and delivered successful results using similar methodologies.

An undertaking such as the Delaware FACTS II project requested by the DSCYF requires the vendor to have well-defined processes and a demonstrated track record in integrating processes and systems. This defines that the business outcomes of a coherent delivery of its services to its citizens and efficient access to relevant information for its frontline staff.

Deloitte is recognized in the Human/Social Sector industry as the vendor of choice for System Integration (SI) services. We contribute much of our success to the adoption of mature, repeatable processes and disciplines that span the entire SDLC, as evidenced by our CMMI Level 3 (L3) maturity rating. The following table details the states that have benefitted from our Playbook and PMM4 methodologies.

States/Jurisdictions Benefitting from the Methodologies	Systems Development Playbook	PMM4
Alabama	✓	✓
Canada (British Columbia)	✓	✓
Colorado	✓	✓
District of Columbia (DC)	✓	✓
Maryland	✓	✓
Massachusetts	✓	✓
Oklahoma	✓	✓
Pennsylvania	✓	✓
Texas	✓	✓
West Virginia	✓	✓
Virginia	✓	✓

Table 4-20. Deloitte Uses Disciplined Methodologies to Improve Quality.

Deloitte delivered solutions on time and on budget using our Playbook and PPM4 methodologies.

RFP reference: 7.2.4 Bidder's Products, Methodology and Approach to the Project, Page 63

The Bidder should include a statement of the bidding organization's project management philosophy and should describe how this engagement is viewed from the perspective of the Bidder's overall corporate structure.

Our Project Management Philosophy

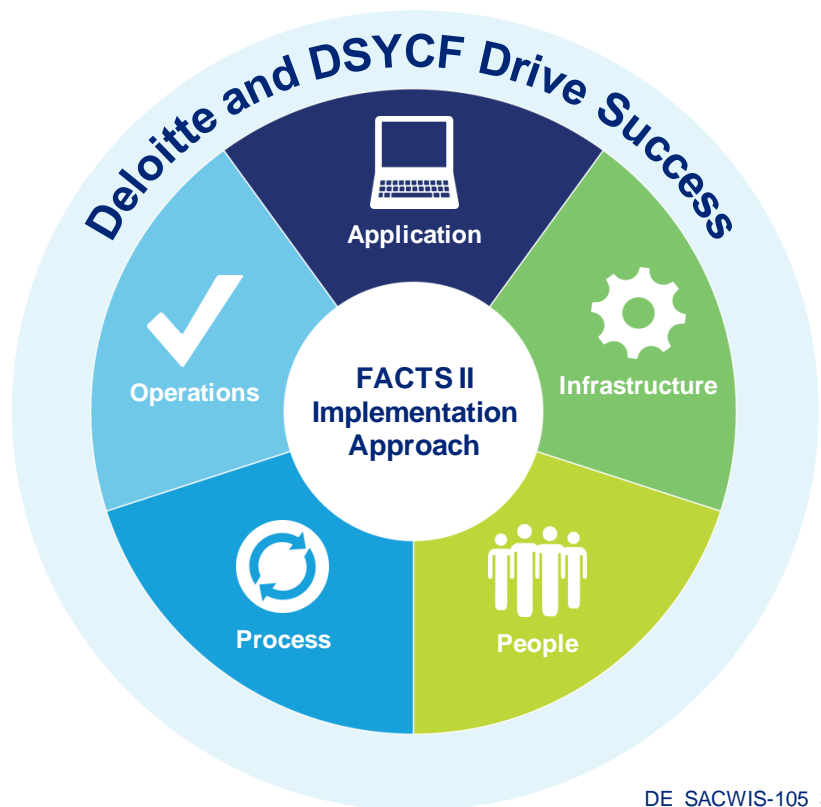
Deloitte's philosophy is one of success for our clients and their customers.

Communication and collaboration are at the forefront of our approach and methodologies. We take our responsibility as seasoned system integrators seriously.

From a technology perspective, the application must be thoroughly tested and ready for production, the technology infrastructure must be in place, required interfaces must be validated and ready to be turned on, conversion processes must be ready for execution, and cut-over procedures must be in place to shut down legacy systems if necessary.

From a business perspective, the impacted end-users must be trained and ready to accept and use the new or enhanced systems, which at times may mean a change in organizational culture or job function. In addition, it is critical that the necessary support structures and processes are in place to help with the transition.

An important factor to the overall success of the implementation of modifications activities is the integration and alignment across project stakeholders for each functional deployment. This alignment is necessary to integrate the many "moving parts" of the project (infrastructure, people, process, operations and application) into a cohesive and coordinated effort, as demonstrated in the following figure:



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Figure 4-17. Deloitte’s FACTS II Implementation Approach Drives Success.

The Deloitte team applies an integrated implementation approach that includes application, infrastructure, people, process, and operations so that all of the pieces of the puzzle come together at the critical juncture of go-live.

A good project management strategy is essential to executing these concepts in the most effective way for us, as a team, to be successful in completing the Delaware FACTS II project on time and on budget. However, a methodology is only as good as the teams who use it. We work in a synergistic manner with DSCYF to deliver Delaware FACTS II using a “one team” approach. A strong leadership group, combined with our experienced team and a relentless focus on team building and pro-active communications along with applicable controls and structures, make this a very effective model.

The overarching goal of the Delaware FACTS II Project is to better serve the children and families of Delaware. Preparing staff with more effective tools and streamlined processes is the best way to accomplish the goal of an integrated children’s services business model that results in improved customer service and service delivery. We recognize that design and development are the heart of the Delaware FACTS II project; however, seamless execution of the technology implementation is critical to the overall success of the project. It is essential that there is a focus on user preparedness from both a business and a technology perspective.

The implementation approach may vary greatly depending on the size and complexity of the modification or enhancement being delivered to production. We work with DSCYF to determine the appropriate approach by analyzing business constraints, risk and contingency planning, process considerations and operational impacts. We include key stakeholders in the decision making process to confirm that all parties involved are comfortable with the selected approach.

Delaware FACTS II View from Deloitte's Corporate Structure

Deloitte provides audit, tax, consulting, and financial advisory services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries, Deloitte brings world-class capabilities and deep local experience, knowledge and skills to help clients achieve their objectives wherever they operate. Globally, Deloitte has 170,000 professionals that are committed to becoming the standard of excellence.

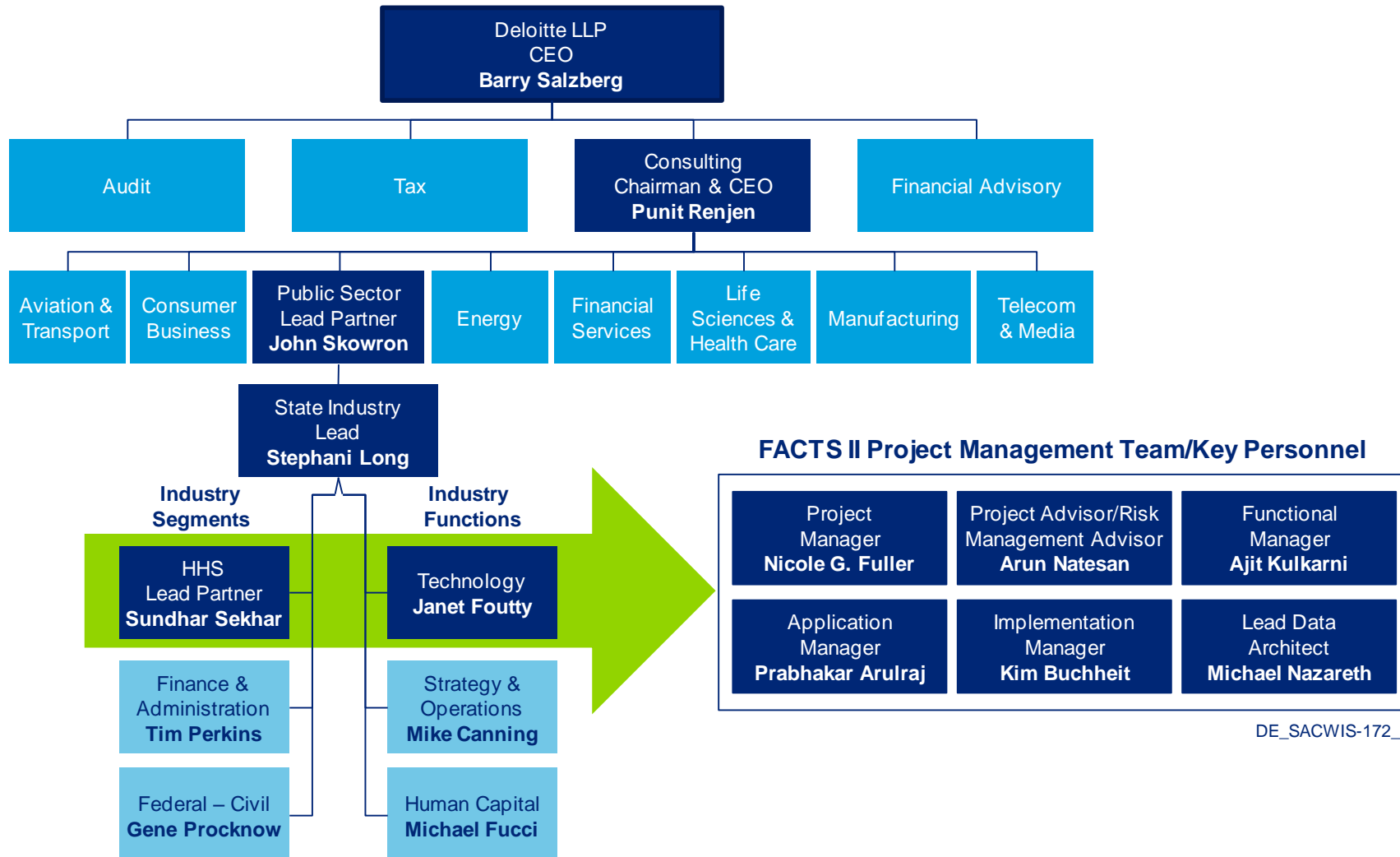
Our State Government practice focuses on the child welfare, integrated eligibility, child support, child care, health/mental health, law and justice, and education. The structure of our State Government practice provides us the opportunity for our practitioners to have deep knowledge across multiple programs.

Our company's true strength and focus is combining our team's talents to address our client's needs. Delaware FACTS II is primarily served by our State Government Division, specifically our Health and Human Services and Technology practices. While we believe these lines of business serve the bulk of our resource needs, DSCYF benefits from our other lines of business offerings for the project as needed. Our ability to draw on a combination of specialized disciplines adds value to Delaware FACTS II beyond our immediate project team.

Our commitment to the State of Delaware spans more than twelve years through our partnership engagement with the State Department of Health and Human Services (HHS). As a leader in child welfare system integration, Delaware FACTS II has significant importance to our State Government child welfare practice. Although we are national child welfare, SACWIS, and system integration practitioners, we learn about your business directly from you. This true partnership is the foundation of our successful SACWIS projects. We value our client partnerships and know that good working relationships can only be established by putting forth the effort to make such relationships work. This approach has proven successful, as documented by our many long lasting client relationships with many other states.

The organizational chart below shows the relationship to Delaware FACTS II and other functions within Deloitte LLP, as well as the relationships of the Delaware FACTS II project management/key staff to other functions within Deloitte.

Corporate Organization Chart



DE_SACWIS-172_4

Figure 4-18. Deloitte's Organizational Chart.

Delaware is an important partner within Deloitte's overall corporate structure.